

# Integrated Energy for a Greener Tomorrow

Powering the Kingdom of  
Bahrain's Sustainable Future

ESG Report 2022



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## About this report

Bapco Energies” was established pursuant to Royal Decree (49) of 2023, wherein Article (1) stipulated the replacement of the term “Oil and Gas Holding Company B.S.C. (closed)” with “Bapco Energies”. Accordingly, this document constitutes the inaugural ESG Report for Bapco Energies covering the financial period ending 31st December 2022.

Bapco Energies B.S.C. (c) is pleased to present its inaugural consolidated Environmental, Social, and Governance (ESG) Report. This report showcases the Company’s sustainability commitments and its approach to incorporating ESG principles within its operations.

### Reporting Scope and Boundary

This ESG report focuses on 17 material topics during the reporting period of January 1, 2022, to December 31, 2022. The performance data outlined in the report showcases key ESG impacts across our Operating Companies where information is available, and our determination to drive change that accelerates our sustainability agenda. As we strengthen our ESG performance and management platforms, we aim to expand the scope of our reporting to all our Operating Companies and subsidiaries in future ESG reports.

### Reporting Standards

This report is produced with reference to the Global Reporting Initiative (GRI) Standards 2021, and the GRI Oil & Gas Sector Standard (see GRI Index for full details). Material topics outlined in the report are also aligned with the United Nations Sustainable Development Goals (UN SDGs).

### Reliability

Bapco Energies understands the importance of providing accurate and reliable information to its stakeholders. ESG disclosures undergo a thorough review internally by respective departments and external assurance of Key Performance Indicators KPIs by an independent assurance provider. The independence assurance statement can be found on the Bapco Energies website.





**His Highness Shaikh Nasser Bin Hamad Al Khalifa**  
Chairman of the Board of Directors  
Bapco Energies B.S.C (closed)

# Message from the Chairman

Dear Valued Stakeholders,

Welcome to the Bapco Energies' inaugural Environmental, Social, and Governance (ESG) Report, a testament to our steadfast commitment to fulfilling our ESG responsibilities amidst the dynamic global energy landscape.

As stewards of the Kingdom's energy resources, Bapco Energies assumes a pivotal role in steering the development of our energy sector, emphasizing sustainable business and environmental practices. This commitment extends to working collaboratively with our stakeholders to respond effectively to risks and opportunities throughout the energy transition.

Under the visionary leadership of His Majesty King Hamad bin Isa Al Khalifa, we are transitioning from a traditional oil and gas holding company into a forward-looking energy company. This strategic shift involves significant investments in diversifying the national energy infrastructure to meet the growing energy demands of the future. In this future, energy security hinges on a robust and accelerated transition plan, driven by a diversified mix of energy sources, all while meeting the Kingdom's climate targets as pledged by His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, during COP26.



As we anticipate the next phase of our transformation, collaboration and partnerships will be instrumental in realizing investment opportunities as we strive towards a decarbonized local economy. Our way forward is driven by our innovative spirit and industry-leading expertise. Addressing the evolving energy needs also requires attracting and retaining a world-class workforce and fostering an agile and an inclusive environment where diversity is recognized, valued, and respected.

As we relay our past performance in this report, we are also showcasing our efforts in setting the foundation for our transformation by embedding Environmental, Social, and Governance practices within the Company. In our pursuit of excellence, we aim to strengthen our governance structures and continuously improve our environmental and social performance.

Looking ahead, Bapco Energies will play a leading role in supporting the Kingdom in delivering a resilient and commercially viable energy transition, even in challenging conditions. As a progressive and responsible energy company, our actions are geared towards balancing the interests of our diverse stakeholders. United by a common purpose, we are consolidating and streamlining the Kingdom's energy value chain and operations to power the next generation of Bahrain, responsibly and sustainably.

Sincerely,

**Nasser bin Hamad Al Khalifa**  
Chairman of the Board of Directors  
Bapco Energies



**Mark Joseph Thomas**  
Group Chief Executive Officer  
Bapco Energies B.S.C. (closed)

# Message from the Group CEO

Dear Stakeholders,

I proudly present Bapco Energies' inaugural ESG report, highlighting our contribution in advancing sustainable value creation in the Kingdom of Bahrain's energy sector. This report marks the dawn of a new era for Bapco Energies, one where we are actively transforming into an integrated energy leader.

The Kingdom of Bahrain faces unique challenges, with one of the highest energy consumption intensities globally, driven by a thriving local economy. Achieving our ambitious Net-Zero targets necessitated a comprehensive and complex decarbonization plan that aligns with the national and global sustainability goals.

At Bapco Energies, we are streamlining our operations and creating synergies across our upstream, midstream, and downstream businesses. This will help us maximize shareholder value responsibly while minimizing environmental impact. In 2022, we laid the foundations of our ESG journey by establishing a Group-wide ESG Policy and Framework. This marked the start of Bapco Energies' efforts towards strategically integrating and embedding ESG principles across our entire value chain.

Our investments at Bapco Energies are directed towards the adoption of technologies to reduce carbon emissions and the support of sustainable resource management guided by international standards. We are actively working towards reducing our carbon footprint by exploring cleaner fuel alternatives and streamlining our operational processes to contribute to the global effort to limit greenhouse gas emissions.



Our decarbonization strategy focuses on several key areas, emphasizing the implementation of energy-efficient technologies and practices to reduce energy consumption by 6% by 2025, aligning with the Kingdom of Bahrain's National Energy Efficiency Action Plan (NEEAP). Additionally, our commitment to achieving a 10% renewable energy target by 2035 is in line with The Kingdom of Bahrain's National Renewable Energy Action Plan (NREAP) 2035, contributing to the diversification of the energy mix.

In 2022, we achieved a notable reduction in carbon intensity 12.5% from 2017 baseline, attesting our commitment to emissions management initiatives and programs. Furthermore, our commitment to reducing methane emissions by 30% (2020 baseline) by 2030, aligns with the Global Methane Pledge 2030. Our commitments also include a 30% reduction in carbon emissions by 2035 and reaching Net-Zero carbon emissions by 2060, demonstrating our pledge to the Paris Agreement (2021 NDC) and global climate goals.

This is not just a record of past achievements; it is a declaration of our future intentions. As a progressive and conscious energy company, we will continue driving the transformation to a brighter, more responsible, and secure energy future. We are committed to transparency and accountability, and we invite you to hold us to the highest standards. Together, we can build a more sustainable future to power the next generation of energy.

Sincerely,

**Mark Thomas**  
Group Chief Executive Officer  
Bapco Energies





# Company profile

Established in 2007, Bapco Energies is emerging as an integrated energy company, driving the energy transition in the Kingdom of Bahrain.

The Company is responsible for managing the government's assets and energy investments in the Kingdom to secure the supply of energy in a responsible manner. With a rich history spanning over nine decades, Bapco Energies and its predecessor organizations have been instrumental in the Kingdom of Bahrain's development, and meeting the nation's growing energy demands. By aligning our efforts with the objectives of the Kingdom of Bahrain's Economic Vision 2030, our primary focus remains on our local presence, heritage, and our enduring contribution to Bahrain's socioeconomic advancement. Bapco Energies drives energy development and delivery through its operating companies. The operating companies sit at the heart of the Kingdom's hydrocarbon and energy ecosystem and the interdependencies between the companies result in fully integrated operations across the value chain. These interdependencies are crucial in helping the Company achieve efficiency gains and emissions reductions, as well as minimizing environmental and social impact.

As of 31 December 2022, Bapco Energies held investments in 15 companies, all of which are involved in the energy supply chain in the Kingdom of Bahrain.

## 2

### Joint operations

- BAC Jet Fuel Company W.L.L. ("BAC Jet")
- Bahrain Lube Base Oil Company B.S.C. (c) ("BLBOC")

## 1

### Joint ventures

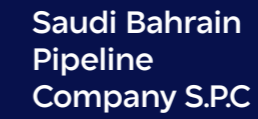
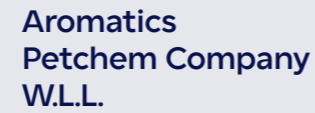
- Trident Logistics Bahrain W.L.L. ("Schmidt")

## 3

### Associates

- Gulf Petrochemical Industries Co. B.S.C. (c) ("GPIC")
- Bahrain LNG W.L.L. ("BLNG")
- Arab Shipbuilding and Repair Yard Co. B.S.C. (c) ("Asry")

# 9 Operating Companies



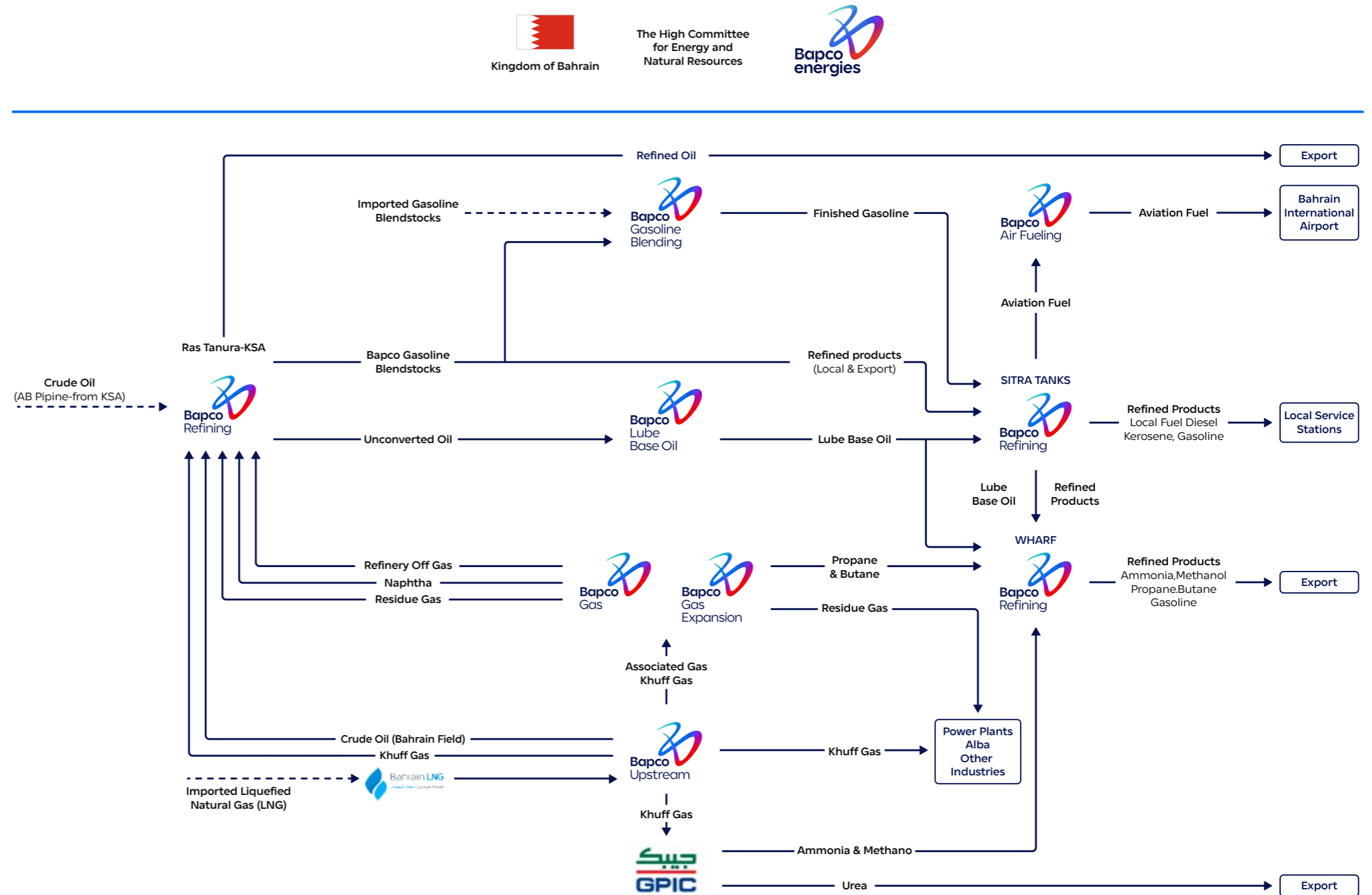
## An Integrated Supply Chain

The Company plays a vital role in promoting best practices and encouraging operational excellence in its portfolio of Operating Companies, by fostering partnerships among its Operating Companies. For example, Bapco Refining supplies the crude oil extracted by Bapco Upstream from the Bahrain Field for refining into refined products. The Khuff gas extracted from the Bahrain Field gets fed into the gas distribution network, currently operated by Bapco Upstream, which supplies various power plants and other industries in The Kingdom of Bahrain.

GPIC uses the gas to produce ammonia, methanol and urea for export. Bapco Refining also uses the Khuff gas to produce hydrogen and power heaters at the Sitra Refinery. Bapco Gas Expansion also receive the associated gas extracted from the Bahrain Field by Bapco Upstream, where it is processed to recover non-gas liquids (propane, butane and naphtha).

Bapco Upstream uses both Khuff gas and associated gas to maintain the pressure of the Bahrain Field through gas injection. As a result of this interconnectivity, Bapco Energies can realise several economies of scale and efficiencies, as well as the security and sustainability of feedstock supply.

Bapco Energies seeks to apply the expertise, knowledge, and technologies of its Operating Companies to support the growth of the broader Group.





## Economic Growth

Bapco Energies consolidated a profitable growth in 2022. This growth was primarily driven by a favorable recovery in the global market and the share of profits from associates and joint ventures.

Throughout the year, Bapco Energies remained focused on optimizing cashflows and continued growth and performance. This strategic approach will remain a priority in the coming years, alongside achieving the Company's targets to reduce both operating and capital expenditures.

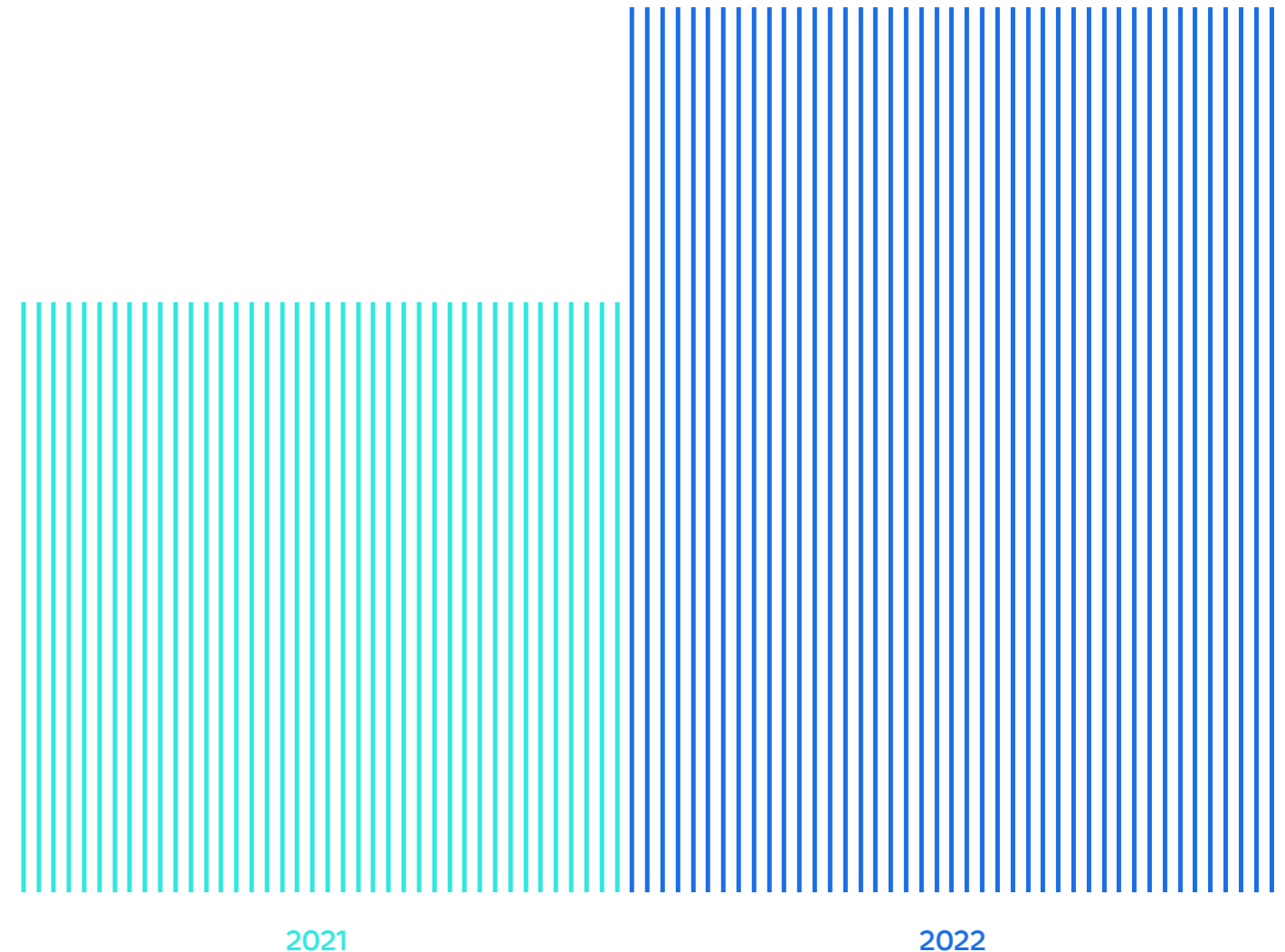
The Company also achieved a significant milestone by securing the first and largest sustainability-linked financing facility in the region. The refinancing and upsizing of the US\$1.6 billion Murabaha facility provided crucial funds for ongoing investments with focus on energy security and energy transition.

Maintaining a positive outlook for its economic growth, Bapco Energies recognizes the unprecedented transformation occurring in the energy sector and is well-positioned to capitalize on emerging opportunities and green investment. To further enhance its financial strategy, the Company has engaged Lazard Frères SAS, a renowned financial advisory firm, to serve as its strategic financial advisor. With this strong support, Bapco Energies is poised for continued success in the evolving energy landscape.

Refer to Bapco Energies '2022 Annual report' provided on the website for detailed financial performance.

# +50%

Bapco Energies drove profitable growth within its portfolio companies in 2022. The Company recorded a significant increase in consolidated revenues, reaching US\$11,028 million from US\$7,371 million, a **growth of approximately 50%** compared to the previous year.



## Operational Excellence

When making equity investments, Bapco Energies generally seeks to acquire controlling or significant minority stakes in companies that give it adequate governance rights and board representation. This allows the Company to provide strategic direction to its Operating Companies, influence dividend policies and realize synergies within the Group. The Company continues to plan long-term strategic investments that are of importance in the Kingdom of Bahrain's energy sector.

This strategy enables the management to effectively identify areas of common opportunity, adhere to best practices, and ensure performance excellence across the Group.

Currently, Bapco Energies is undergoing a Group-wide transformation to integrate and rebrand the existing Operating Companies into seven businesses over the next three years. The seven businesses include three new ventures focused on maximising enterprise value through trading and investing in new technologies and renewables. The Company's current CAPEX budget will be used to optimize current resources responsibly, and to fund the Company's transition plans.

During 2022, the Company implemented a portfolio-wide operational and business excellence system across the Operating Companies aimed at:

1

Defining metrics for Operating Companies to streamline accurate, timely and consistent reporting.

2

Establishment of baseline performance.

3

Creation of performance improvement targets and action plans to support the delivery of the targets.



# Transitioning to a Low-Carbon Future

Bapco Energies is aware of its responsibility to ensure the security of energy supply and transition to a low-carbon future for the citizens of the Kingdom of Bahrain.

At COP26, His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister of the Kingdom of Bahrain, announced that the Country is committed to reaching Net-Zero emissions by 2060 and has set ambitious interim goals. By 2035, the Kingdom of Bahrain aims to reduce emissions by 30% through decarbonization and efficiency initiatives, doubling the deployment of renewables and afforestation efforts, and quadrupling mangroves in the Kingdom.

These commitments underscore the Kingdom of Bahrain's governments and industries' proactive approach towards combatting climate change and building a sustainable and resilient future.

## Alignment with the Kingdom of Bahrain's National Energy Strategy (NES)

The Kingdom of Bahrain has entrusted Bapco Energies to contribute to the development of a new National Energy Strategy (NES). The NES will facilitate the energy transition in the Kingdom of Bahrain, and prepare the sector for a diversified and affordable energy transition that is aligned with the Kingdom of Bahrain's Economic Vision 2030.

Bapco Energies is also designing a decarbonization strategy that is closely aligned to the National Energy Strategy.





## National Energy Strategy (NES) Pillars



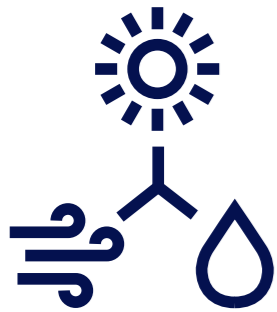
### Optimized Energy Demand

Ensuring the security of the supply of energy to the Kingdom of Bahrain for the medium to long-term.



### Enhanced Oil & Gas

Maximizing the value of the hydrocarbons in The Kingdom of Bahrain in an environmentally conscious manner.



### Unconstrained Power Mix

Diversify the future power mix by adding sustainable and renewable energy sources, such as solar, wind, and biofuels, to meet future energy demand.



### Bapco Energies' Decarbonization Strategy

Implementing a decarbonization strategy to meet the Kingdom of Bahrain's commitment to reduce carbon emissions by 30% by 2035 and Net-Zero emissions by 2060.

## Bapco Energies Decarbonization Strategy



### Energy Efficiency Improvements

Implement energy-efficient technologies and practices throughout operations to minimize energy consumption and optimize resource utilization.



### Carbon Emissions Reduction

Collaborate with other industries in the Kingdom to develop solutions such as carbon capture, utilization and storage (CCUS) clusters and ramp up alternative energy sources to accelerate progress towards emissions reduction targets.



### Renewable Energy Integration

Diversify the Kingdom of Bahrain's energy mix and promote the use of renewable energy sources by investing in renewable energy projects and exploring partnerships that will result in sustainable and clean energy solutions.



### Net-Zero commitment by 2060

Bapco Energies has included an interim absolute reduction target for Scope 1 and 2 emissions to fulfill its Net-Zero commitment.

# Foundational Elements of ESG Policy and Framework

Bapco Energies has adopted a structured and strategic approach to meet its ESG and sustainability commitments.

The Company is currently developing a Group-wide ESG Policy, which is designed to guide the companies to ensure alignment, compliance, and regular reporting on ESG parameters.

In addition, a Group-wide ESG framework is being developed to enable Operating companies to strengthen data collection and reporting processes as per the ESG policy and integrate ESG principles into governance and operations.

The ESG Policy and Framework include the Company's approach towards its 17 ESG material topics and act as overarching documents for several supporting policies. For example, Bapco Energies has outlined its CSR Policy, Code of Conduct, and HR Policy, all of which are referenced within the ESG Policy and Framework. In the future, the Company will continue developing its existing processes and policies to enhance efficiencies in ESG-related topics.





## ESG Governance

The roles and responsibilities outlined in the ESG Policy and Framework are defined at the Board, strategic, operational and working group levels to ensure transparency and clarity.

### Board Level

Board of Directors provides strategic oversight on the implementation of the ESG Policy and Framework.

### Strategic Level

GCEO governs and takes strategic decisions on the management of the policy and framework and its outcomes.

### Operational Level

ESG team governs operational support to the ESG Manager for successful execution of the ESG policy and framework. Operational support includes gathering, standardizing, consolidating, monitoring of ESG performance data against set goals across the Group in collaboration with the ESG working group.

### Collaborative efforts

The ESG working group leads and facilitates ESG reporting across Operating Companies. The ESG working group meets on a regular basis to increase knowledge sharing between the Operating Companies on ESG topics.

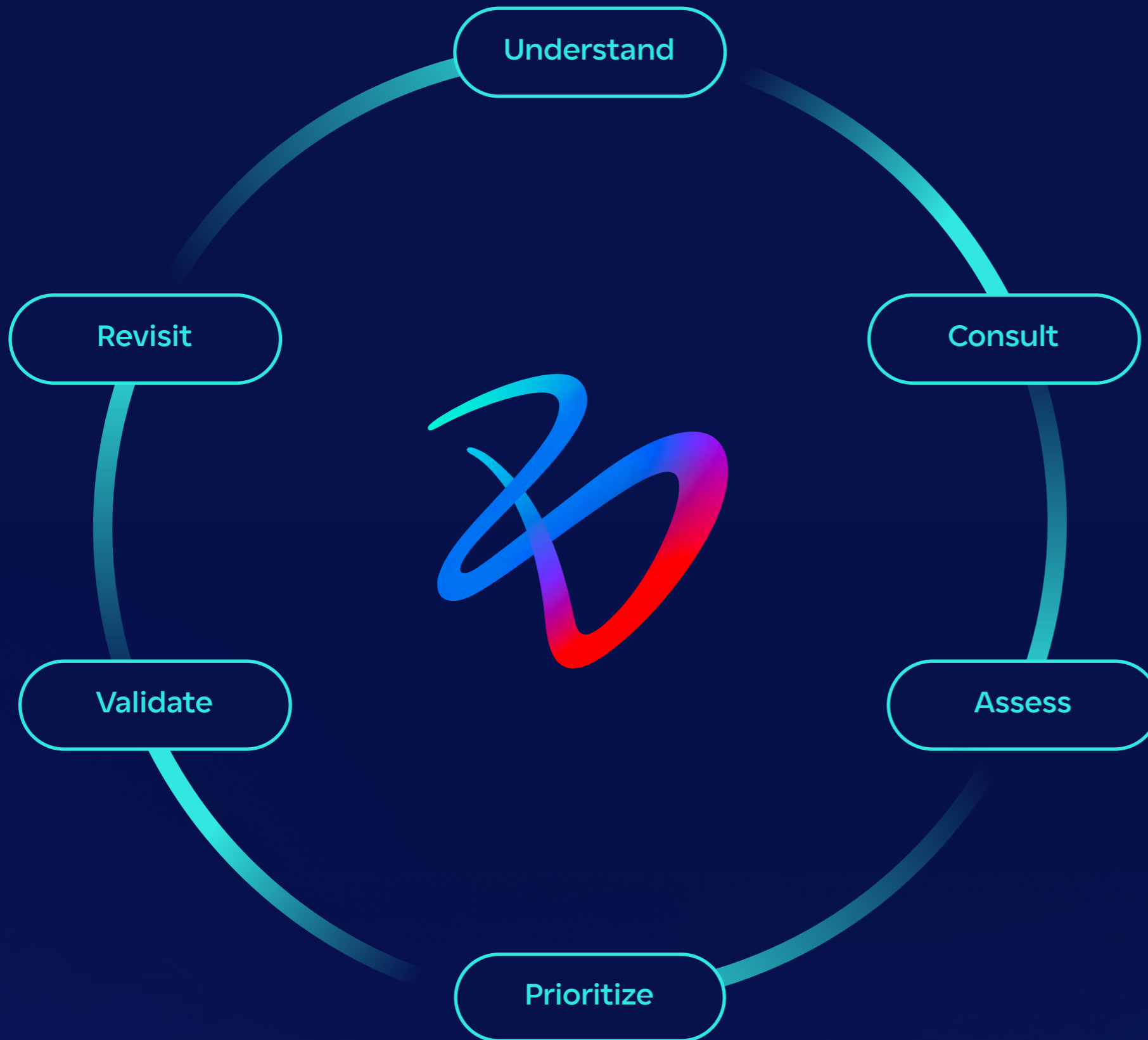
## ESG Transparency

This report represents our first step in capturing and communicating the Group's ESG practices and performance. By publishing annual ESG reports, Bapco Energies will drive greater transparency across its ESG disclosures.

# Materiality and Stakeholder Engagement

In 2022, Bapco Energies conducted its first ESG materiality assessment exercise taking into consideration multi-dimensional issues influencing its ESG performance, including, stakeholder inputs and perspectives, international sector standards and guidance.





**Understand**

As a first step, the Company mapped the ESG landscape to identify topics and areas of impact relevant to it and its business relationships. International standards such as International Petroleum Industry Environmental Conservation Association (IPIECA), GRI Oil & Gas sector supplement, UN SDGs were used for the mapping exercise and benchmarked against international and national companies operating in the same sector.

**Consult**

The Company consulted with key stakeholders from internal functions and ESG representatives from its Operating Companies to obtain their insights on the ESG topics and impacts.

**Assess**

Data was then segregated into actual and potential ESG impacts based on stakeholder inputs, sector, and industry relevance. The Company comprehensively assessed each impact, considering factors such as sector relevance, scale, scope, and likelihood.

**Prioritize**

Based on the assessment, the impacts were categorized and prioritized based on consultation outcomes, organizational strategies, and commitments. This enabled the Company to prioritise the 17 material topics. To ensure effective management, the Company introduced two dimensions to each topic:

- **Top-down:** Topics governed, managed, and reported at the corporate level by Bapco Energies.
- **Bottom-up:** Topics handled and consolidated at the corporate level by Bapco Energies, and managed and reported at the Operating Company level.

**Validate**

The Company engaged with leadership to obtain their review and sign off on the 17 material topics.

**Revisit**

To keep track of evolving ESG trends, risks, and opportunities that affect its business and operations, Bapco Energies aims to reassess its material topics every two years.

## Materiality assessment outcomes

17 topics have been selected out of 27 proposed material topics based on significance of impacts, and stakeholder insights.

### Moderate

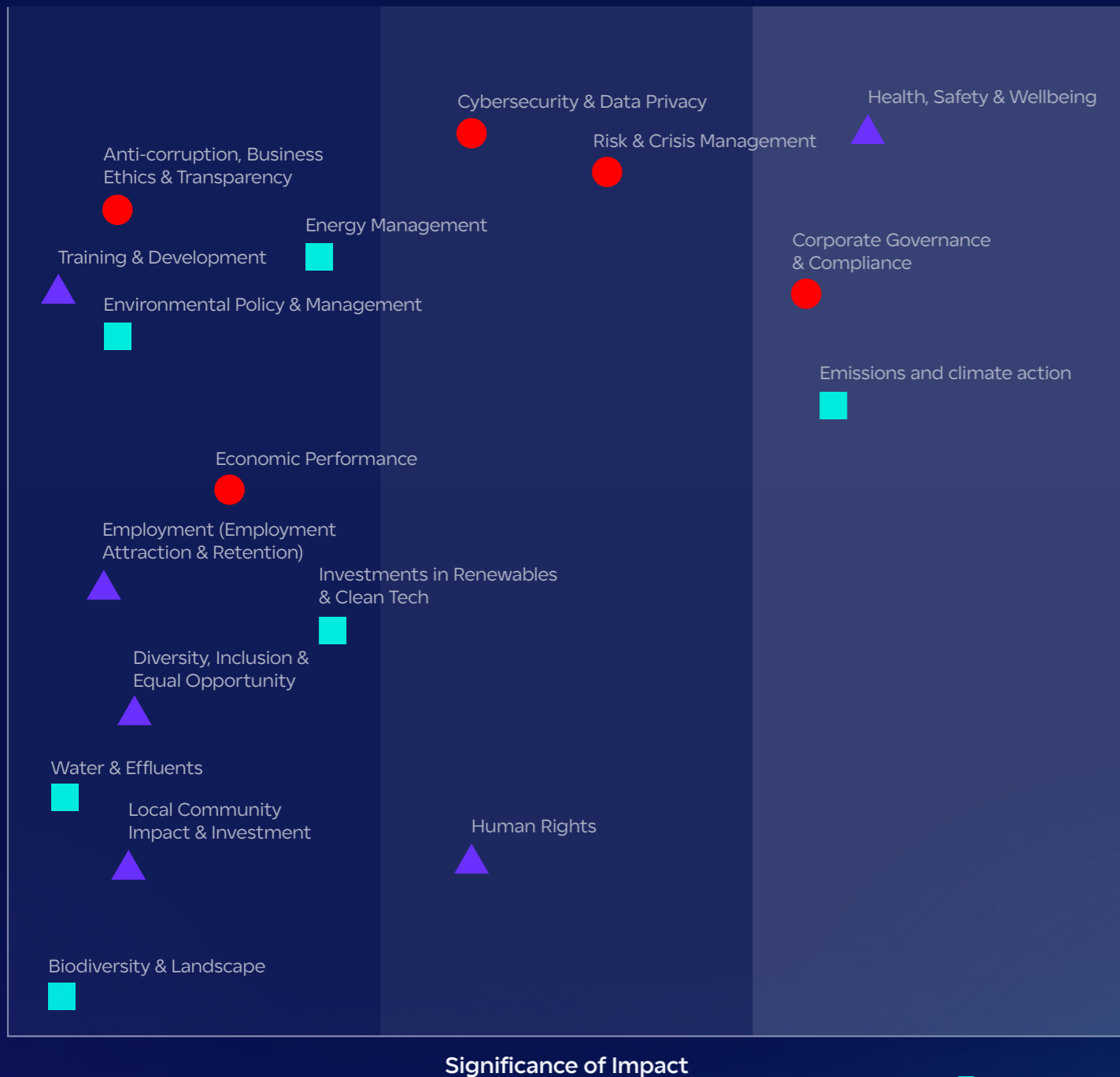
Topics that are important based on the strategic direction of the company.

### High

Topics that are of significant importance to the company.

### Critical

Topics that merit critical inclusion.



Based on this exercise, the Company identified material topics with the most significant impact on the economy, environment, and people. The outcomes of the exercise have shaped the Company's ESG Policy, Framework and reporting processes:

## Approach to Stakeholder Engagement

Maintaining open and transparent stakeholder engagement channels is a priority at Bapco Energies. This approach helps the Company to gain valuable insights that ensure the identification and management of relevant issues and concerns.

For the materiality assessment, a comprehensive stakeholder mapping exercise was conducted to identify the key stakeholders interested and affected by the Group's operations.

This exercise included employees, the management and the Operating Companies. Following the stakeholder identification process, the Company developed a detailed engagement plan the outlined its objectives, scope, and communication methods. Under this plan, the stakeholders' expectations, preferences, availability, and the resources needed for effective engagement were taken into consideration.

The Company engaged with stakeholders through targeted consultations to gather their perspectives, and insights on material ESG issues. These consultations were conducted through one-on-one interviews, focus groups, workshops, and online surveys. These stakeholder inputs proved critical in shaping Bapco Energies' material topics accurately.

# Governance

## Material topic

### Corporate Governance and Compliance

Entails the Company's governance structure, composition, nomination process and independence. Additionally, it encompasses the Board's competency, knowledge, roles, and capacity to manage risks.

**Dimension**  
Top-down, Critical materiality

UN SDG linkage



### Cybersecurity and Data Privacy

Refers to the appropriate activities and steps undertaken to ensure data security, integrity, and confidentiality.

**Dimension**  
Top-down, High materiality

UN SDG linkage



### Risk and Crisis Management

Comprises the implementing of internal control processes to comply with existing regulations and proactively developing control mechanisms.

**Dimension**  
Bottom-up, High materiality

UN SDG linkage



### Anti-corruption, Business Ethics and Transparency

Comprises the Company's business policies and practices, including the approach to anti-corruption, business ethics, transparency, and anti-competitive behaviours.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage



### Economic Performance

Pertains to the actions and initiatives undertaken by the Company to consolidate wealth creation and distribution.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage





# Environment

**Material topic**

## Emissions and Climate Change

Refers to the actions and initiatives taken towards the management and reduction of greenhouse gas (GHG) and air pollution, setting targets to achieve Net-Zero carbon output and taking actions towards addressing climate change.

**Dimension**  
Bottom-up, Critical materiality

UN SDG linkage



## Water and Effluents

The management of impacts related to water withdrawal and consumption, as well as the management of the quality of water discharged.

**Dimension**  
Bottom-up, Moderate materiality

UN SDG linkage



## Energy Management

Pertains to the actions and initiatives that are linked to the consumption and management of various forms of energy of the Company and its Operating Companies, such as fuel, electricity, heating, cooling, or steam.

**Dimension**  
Bottom-up, High materiality

UN SDG linkage



## Biodiversity and Landscape

Actions and initiatives related to minimizing the negative impacts on biodiversity, preventive measures or implementing remediation measures such as rehabilitation or restoration of biodiversity. After all other actions, the Company will also apply offsetting measures on residual impacts.

**Dimension**  
Bottom-up, Moderate materiality

UN SDG linkage



## Environmental Policy and Management

Comprises the actions and initiatives that are aligned with the Company's commitment to the environment through continual improvement in environmental performance management.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage



## Investments in Renewables and Clean Tech

Refers to the actions and initiatives aimed at meeting decarbonization and Net-Zero emissions targets, by improving the Company's ESG performance. These include renewable energy initiatives, clean fuel and low carbon technologies, clean-tech innovation capacity, strategic development initiatives, and revenue generated from clean technologies.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage



# Social

**Material topic**

## Health, Safety and Well-being

Entails apprising the management about the various work-related hazards that could arise during the day-to-day operations. It includes the efforts to manage and prevent all physical and mental harm, promote employee well-being and uphold aspects related to process safety for employees and contractors working across the Group.

**Dimension**  
Bottom-up, Critical materiality

UN SDG linkage



## Diversity, Inclusion and Equal Opportunity

Refers to the Company's diversity management and promotion policy, focusing on eliminating gender bias and supporting equal opportunity.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage



## Human Rights

Deals with the management practices and procedures towards preventing cases of human rights violation (including child labour, forced labour and modern slavery), whether directly, through actions and operations, or indirectly, through interactions and relationships with others, including local communities, and suppliers, and its investments.

**Dimension**  
Bottom-up, High materiality

UN SDG linkage



## Training and Development

Indicates the Company's approach to training and upskilling employee skills and undertaking performance and career development reviews.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage



## Employment

Indicates the Company's approach to job creation regarding employment, benefits and working conditions for the workers.

**Dimension**  
Top-down, Moderate materiality

UN SDG linkage



## Local Community Impact and Investment

Refers to address the socioeconomic, cultural, health, and human rights impacts on local communities comprising individuals living or working in areas that are affected or could be affected by the operations of the Company or the Operating Companies.

**Dimension**  
Bottom-up, Moderate materiality

UN SDG linkage





# Governance

Bapco Energies implements robust corporate governance mechanisms aimed at ensuring compliance with relevant laws and regulations. The Company publishes an annual corporate governance report that presents a transparent and detailed overview of its governance processes. To read the Bapco Energies Corporate Governance Report, please visit the Bapco Energies website.





## Board of Directors

Bapco Energies' Board of Directors (BoD) comprises a Chairman and nine Board members appointed by Royal decree No. 54 and No. 7117, respectively. The Board is primarily responsible for setting the Company's corporate strategy and oversees the financial performance. They also set the overall direction, policies, and frameworks and oversee ESG considerations.

The BoD comprises experienced individuals from diverse backgrounds, with a vast knowledge of climate action, social capital, and governance matters.

■ Non-Executive  
■ Non-Executive and Independent



**His Highness Shaikh Nasser bin Hamad Al Khalifa**

His Majesty The King's Representative for Humanitarian Works and Youth Affairs  
Chairman of the Board of Directors<sup>21</sup>



**His Excellency Shaikh Salman bin Khalifa**  
Deputy Chairman



**H.E. Dr. Mohamed bin Mubarak Bindaina**  
Board Member

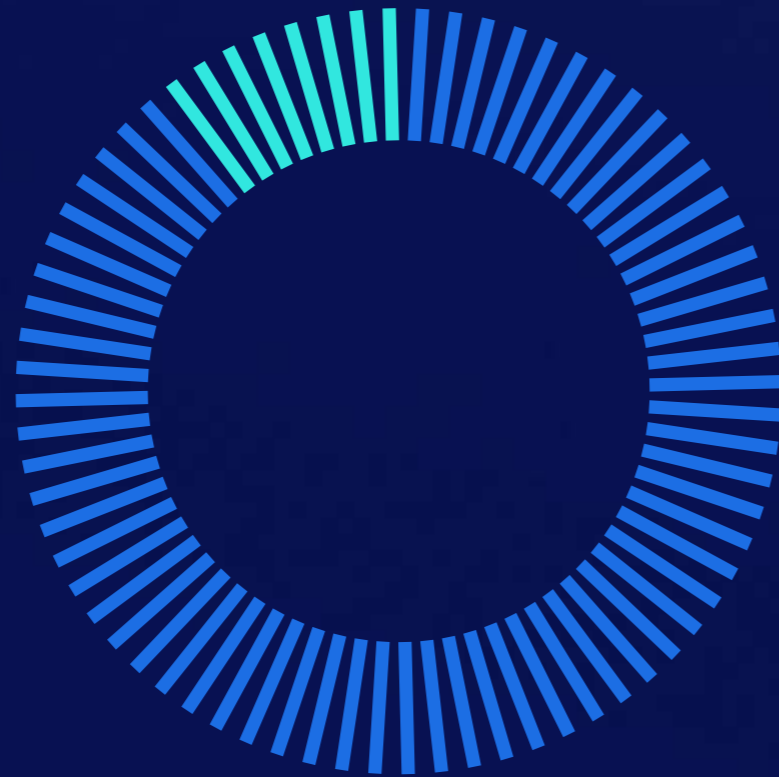


**H.E. Mr. Khalid Amro Al Rumaihi**  
Board Member



10%

Female representation at Board level



**H.E. Mr. Abdulla Jihad Al Zain**  
Board Member



**Mr. Faisal Mohamed Al Mahroos**  
Board Member



**H.E. Ms. Hadyah Mohammed Fathalla**  
Board Member



**Lord Edmund John Phillip Browne**  
Board Member



**Mr. Robert Warren Dudley**  
Board Member



**Mr. Anthony Bryan Hayward**  
Board Member



## Executive Management

The Group Chief Executive Officer (GCEO) and the senior management are responsible for managing, supervising, and directing the Company's business and affairs. In particular, the GCEO is responsible before the Board of Directors for the Company's technical, administrative, and financial matters and such targets and policies as may be set by the Board.



**Mr. Mark Thomas**  
Group Chief Executive Officer



**Mrs. Elina Mohamed**  
Group General Counsel



**Dr. Osama Rayis**  
Group Chief Financial Officer

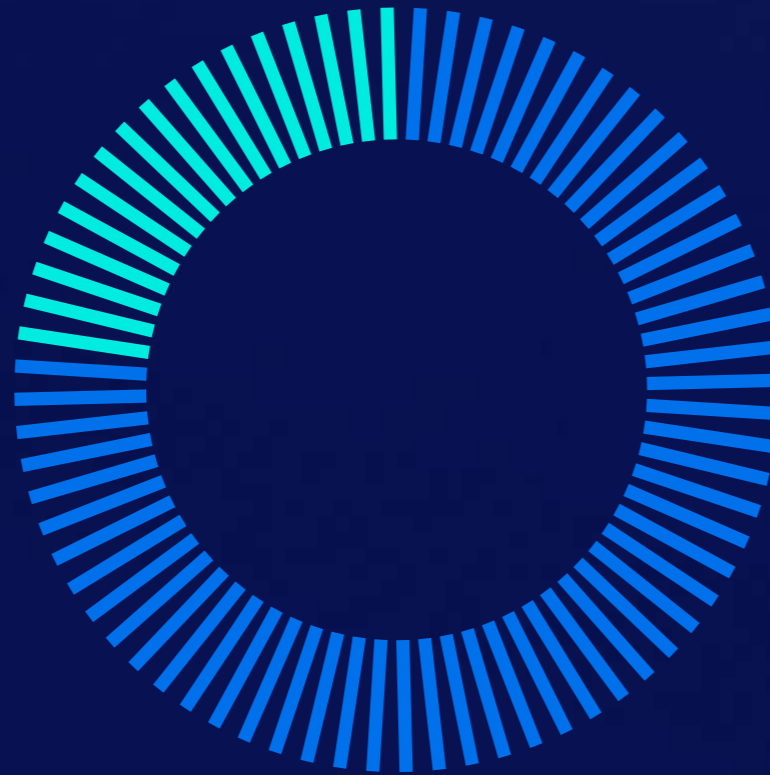
Ms. Hayam Al Awadhi was the Group Chief Financial Officer until August 31, 2022.



**Mrs. Nouf Al-Sowaidi**  
Group Chief Human Resources Officer

25%

Female representation at Executive Management level



**Dr. Hassan Al Mulla**  
Vice President – Corporate Development & Portfolio Management



**Mr. Mohamed Al Shehab**  
Vice President – Corporate Finance & Investor Relations



**Mr. Mohammed Sater**  
Vice President – Information Technology



**Mr. Oz Ozkan**  
Vice President – Strategy Office

## Committees

The Board is assisted by five nominated committees, managed by the GCEO.

- **Board Audit Committee**  
Ensures integrity of financial reporting, internal controls, and compliance with regulatory requirements.
- **Nomination, Remuneration and Governance Committee**  
Determines executive compensation and ensures adherence to corporate governance principles.
- **Executive Committee**  
Handles the day-to-day management and operational decision-making of the Company and implements strategies and policies approved by the Board.
- **Risk and Cybersecurity Committee**  
Identifies and evaluates potential risks to the Company, including cybersecurity threats and develops strategies to mitigate them.
- **Innovation and Sustainable Development Committee**  
Focuses on promoting innovation, research, and sustainable development within the Company while integrating sustainable practices to drive long-term growth and environmental stewardship.

## Roles and responsibilities of the ISDC:

**In addition, Bapco Energies' Innovation and Sustainable Development Committee (ISDC) meets on a bi-annual basis:**

- Strategies and priorities for innovation and sustainable development.
- Climate change and sustainability initiatives such as carbon reduction and energy efficiency.
- Innovative or disruptive strategies and programs.
- Innovative approaches to identifying and addressing climate change-related issues in operations.
- Communications strategies to inform stakeholders and the public regarding innovation and sustainable development.



## Policies

As a part of Bapco Energies' ongoing centralization efforts, the Company has been revising its policies to cover Group-wide operations effectively. Bapco Energies is developing its new Code of Conduct, Data Privacy Policy, Whistleblowing Policy, and Directors' Policy. The Company also developed terms of reference for the Corporate Governance Officer.

The Group-level policies, protocols, and procedures are communicated through the Company's intranet portal. Critical policies, such as the Code of Conduct and the data privacy policy, apply to all employees and require their attestation to express their formal acknowledgement and consent to the commitments established in the policies.

## Anti-corruption procedures

Bapco Energies' Code of Conduct sustains respect, fairness, and civility in the workplace. It sets clear expectations for employee behaviour with guidelines regarding anti-bribery, anti-corruption, conflict of interest, ethical decision-making, integrity, and responsible business practices. In addition, the Company has established a Group-wide anti-bribery and corruption policy. Both the Board of Directors and employees are obligated to uphold a conflict of interest declaration, with an annual requirement for the Board of Directors. These measures ensure transparency and accountability throughout the organization. Employees and associated third-party individuals, including contractors, are expected to adopt a zero-tolerance approach to corruption in any form, including bribery and other illegal and unethical practices.

Transparency and accountability towards the Code of Conduct are ensured through regular communication and training sessions to enhance employee awareness and compliance. During 2022, 100% of Bapco Energies' employees received training on the Code of Conduct and anti-corruption procedures. These steadfast efforts in training and compliance resulted in zero incidents of corruption at Bapco Energies.

## Whistleblowing Mechanisms

The Company implemented a Group-wide Whistleblowing Policy and a Whistleblowing Channel, enabling employees across the Group and related stakeholders to report unethical practices or suspicious activities to the Group Chairman's office. It is a safe and reliable way for the Company to ensure employee concerns are addressed. This channel was launched in line with the vision and directives of His Highness Shaikh Nasser bin Hamad Al Khalifa, His Majesty the King's Representative for Humanitarian Works and Youth Affairs, Chairman of Bapco Energies, to encourage open communication, collaboration, and constructive dialogue.

Bapco Energies aims to launch an upgraded version of its whistleblowing platform, known as 'Speak Up'. This version is designed to enhance user experience and improved features for confidentiality. The new platform will be a reflection of the Company's ongoing commitment to transparency and honesty.

## Compliance with laws and regulations

Bapco Energies closely monitors any change in the regulatory requirements in the Kingdom of Bahrain and updates its operational policies and procedures accordingly. Due to its robust corporate governance and compliance mechanisms, there were no incidents of non-compliance with laws and regulations during the reporting period.

# Risk and Business Continuity Management

Bapco Energies Group remains committed to maintaining the highest standards in risk management and business continuity.

## Risk Management

Risk management is an integral part of the Company's operations. Effective risk management practices improve alignment with organizational goals and objectives, enhance resilience to disruptions, and improve decision making within the Company.

### Key aspects of the Company's risk management procedures include:

- Risk assessment through risk identification, analysis and evaluation.
- Risk mitigation and treatment.
- Promotion of culture that actively monitors and reviews risk management processes frequently.

During 2022, Bapco Energies updated its Enterprise Risk Management (ERM) and Business Continuity Management (BCM) frameworks in line with ISO standards and the industry's leading practices.

The Company also undertook several key steps to strengthen its risk management and business continuity capabilities.

**Unified Risk Management Platform**

- In 2022, Bapco Energies acquired a unified risk management platform to be used by the Group. The ERM module was designed by a joint team from the platform provider and the Group’s risk managers to ensure it meets the requirements of the Group.
- Used a standardized risk matrix on the platform to unify risk assessment methodology and consolidate risk registers across the Group.

**Risk Maturity Assessment**

Bapco Energies conducted a Group-wide risk maturity assessment based on an established maturity model to determine ERM and BCM maturity levels for each Operating Company. The assessment resulted in the development of a Group-wide ERM and BCM policy, a detailed risk maturity gap analysis, and a multi-year roadmap to seek further developments in the Group’s ERM and BCM frameworks.

**Risk registers and business continuity plans at the Strategic Business Unit (SBU) level**

Each Operating Company in the portfolio has a comprehensive risk register and a business continuity plan for managing critical risks. The Operating Companies also conduct periodic monitoring and review processes to update the current risks and identify any emerging risks.

**Departmental and Corporate Risk Registers**

Post the risk maturity assessment, Bapco Energies conducted a risk assessment refresher exercise to update and develop its departmental risk registers and a high-level corporate risk register. This enabled the Company to capture risks across all functions to establish robust risk management practices and enable the Company to proactively mitigate and respond to potential risks effectively.

**Community of Practice**

Bapco Energies recognizes the importance of knowledge sharing and adoption of best practices. The Company is planning to establish a community of practice across the Group to foster a risk-aware culture. This practice will enable employees to upskill, share knowledge, experiences, and insights related to ERM and BCM.

**Risk Appetite Atatements and Dashboard**

Bapco Energies will develop risk appetite statements for key risk areas as part of its risk assessment refresher workshops. These statements will define the Company’s tolerance for risk and guide decision-making processes. They will be expanded to develop a risk appetite dashboard where key risk indicators shall be identified for each risk area to ensure that the threshold is reasonable and meets Business Continuity and Crisis Management criteria.



## Key elements of the Company's business continuity and crisis management processes include:

### **Crisis Management Strategies**

The Company and its Operating Companies develop comprehensive crisis management plans and strategies to respond to and recover from unexpected events. This approach includes establishing clear roles and responsibilities, defining communication channels, and coordinating response efforts across the organization and its stakeholders.

### **Emergency Response Plans**

Bapco Energies Group implements robust emergency response plans to address potential crises. These outline the procedures for immediate response, evacuation protocols, personnel safety and business recovery with minimum interruption.

### **Business Continuity Planning**

Bapco Energies its Operating Companies prepare business continuity plans to address disruptions and minimize impacts on operations. Depending on the nature of the risk, these plans may include a variety of alternatives that prioritize business recovery with minimum disruption, within a stipulated time period.

## Collaboration with Operating Companies

Back in 2011, Bapco Energies established the Enterprise Risk Management (ERM) and Business Continuity Management (BCM) Corporate Committee. The committee is chaired by Bapco Energies, and it includes representatives from each Operating Company who meet frequently to share updates about their ERM and BCM processes. Moreover, the committee is a forum to share knowledge, experiences, and best practices, explore learning and development opportunities and seek guidance on any ongoing or future ERM and BCM initiatives.

# Cybersecurity and Data Privacy

Bapco Energies remains committed to upholding the highest standards in safeguarding sensitive data. The Company prioritises cybersecurity and data privacy management to protect valuable information, maintain regulatory compliance, and foster stakeholder trust.

## Governance on Risk and Cybersecurity

In 2022, Bapco Energies established a Data Privacy Policy, outlining the Company’s commitment towards safeguarding personal data. The policy outlines a comprehensive governance structure and established reporting lines to ensure consistency in data protection across the Group.

Bapco Energies established a dedicated Board-level Risk and Cybersecurity Committee to strengthen its governance in this area. Comprising members from the Board and Executive levels, this committee plays a crucial role in reviewing and discussing cybersecurity matters. Through the committee, the Company continuously raised cybersecurity awareness levels for the Board. Owing to the robust governance on the material topic, Bapco Energies has had zero substantiated customer complaints concerning breaches of privacy and losses of customer data.

Bapco Energies sees value in consolidating a portion of its cybersecurity function at the organizational level. By centralizing cybersecurity practices and standards, the Company aims to ensure consistency and promotes a unified approach to cybersecurity across its entire value chain.

## Cybersecurity Roadmap

Bapco Energies conducted a comprehensive assessment to evaluate its current cybersecurity maturity and footprint. This assessment used rigorous methodologies and criteria to analyze the existing cybersecurity measures. By examining the various aspects, such as infrastructure, processes, and employee dataawareness, Bapco Energies gained valuable insights into its strengths and identified areas for improvement. Based on the findings of this assessment, the Company developed a strategic roadmap to reinforce its cybersecurity maturity.

This roadmap outlines the planned initiatives and actions to enhance cybersecurity measures, mitigate risks, and strengthen overall security integrity. With this roadmap, Bapco Energies aims to stay ahead of emerging cybersecurity threats and ensure the continued protection of its systems, data, and stakeholders. As a part of this roadmap, Bapco Energies is in the process of aligning with the National Institute for Standards and Technology standard for IT, and Converged Command and Control Node for Operational Technology infrastructure.

## Awareness and Training

Bapco Energies has conducted multiple awareness sessions to educate employees on the significance of cybersecurity and equip them with the knowledge and skills to mitigate risks. The Company is planning training for executive leadership as well as the launch of the Bapco Energies ‘Defend’ initiative. This initiative serves as a platform for regular awareness and information sharing on cybersecurity issues. Through this program, employees get access to the latest news, resources and preventive measures, enabling them to stay vigilant and proactive in protecting the Company’s digital assets.

6

Phishing tests conducted in 2022

5

Training sessions on cyber security and data privacy were held for staff in 2022



# Environment

Bapco Energies is committed to environmental stewardship and strives to lead the industry in sustainable practices, minimizing its carbon footprint, and actively contributing to a greener future.





# Environmental Policy and Management

Bapco Energies and its Operating Companies are subject to various international, national, and local environmental laws and regulations.

The Group has a strong environmental record and is committed to responsible environmental stewardship and complying with or exceeding industry standards of all relevant environmental rules and regulations. Prior to major project initiation and commissioning, the Operating Companies consult with local communities to understand their concerns, grievances and gather suggestions for the project's smooth execution.

Please refer to the 'Engagement with the local community' section on Page 109 for more information on Bapco Energies' commitment to environmental sustainability.

Bapco Energies is also developing a unified ESG Policy as a guideline document for the Group. Subsequently, the Company aims to build topic-specific policies that could fall within the scope of the overarching policy, giving a more detailed overview of the Company's governance.

Bapco Refining, Bapco Gas, Bapco Gas Expansion, Bapco Upstream, and GPIC have achieved the ISO 14001:2015 certification, demonstrating Bapco Group's commitment to internationally recognized environmental management standards. In addition, GPIC is also accredited with Responsible Care Management System RC 14001, Energy Management System ISO 50001:2018 and International Fertilizer Association (IFA) Protect & Sustain and Product Stewardship Excellence certifications.

In developing properties and projects, Operating Companies carry out environmental impact studies, reports, and assessments, to highlight and address potential environmental issues. The Group possesses all the material environmental permits and licenses required to operate its businesses. During 2022, no material environmental claims have been made or asserted against Bapco Energies Group.

# Emissions and Climate Action

Bapco Energies has a crucial role in the Kingdom's transition into a low-carbon future in an environmentally responsible manner.

The Company is in the process of identifying possible abatement levers within its decarbonization strategy, with objectives to:



Increase efficiency to ensure that all oil and gas products have the lowest possible carbon intensity.



Ensure responsible resource consumption, by minimizing environmental impact, protecting the Kingdom of Bahrain's biodiversity, and maximizing the utility of all hydrocarbon resources.



Investing in new technology to support the energy transition.



Exploring opportunities in alternative energies.



# Commitments and Partnerships for Emissions Reduction

The Company is strategically and operationally positioned to contribute to delivering the Kingdom of Bahrain’s national and international environmental commitments while facilitating economic growth.

## National Targets

## International Targets

2025

**Bahrain’s National Energy Efficiency Action Plan (NEEAP)**  
6% Reduction of energy consumption by 2025.

2030

**Economic Vision 2030**  
Directing investments to technologies that reduce carbon emissions, minimize pollution, and promote the sourcing of more sustainable energy.

**Government Action Plan**  
Ensuring the sustainable management of strategic resources in line with international standards to maintain a healthy environment for all.

Continue to finance development and infrastructure projects that promote growth and serve citizens.

**Global Methane Pledge**  
Reduce Methane Emissions by 30% (2020 baseline) by 2030.

**Zero Routine Flaring (ZRF)**  
To end Routine Flaring by 2030.

2035

**Bahrain’s National Energy Efficiency Action Plan (NEEAP)**  
Renewable energy target of 10% by 2035.

**COP 26 Commitments**  
Reduce 30% of carbon emissions by 2035, Quadruple mangrove coverage in the Kingdom of Bahrain by 2035. Renewable energy target of 10% by 2035,

2060

**COP 26 Commitments**  
Net-Zero carbon emissions by 2060.



## Strategic Global Partnerships

The Company has obtained memberships and partnerships with several organizations dedicated to the climate cause and to finding sustainable environmental solutions such as the World Petroleum Council (WPC), International Association of Oil and Gas Producers (IOGP), Darcy Partners Platform, Greenhouse Gas Emissions Monitoring Service (GHG SAT) and Capterio's FlareIntel platform.

In its pursuit of energy efficiency, operational enhancements, and carbon removal, Bapco Energies has actively pursued carbon capture and storage technologies. The Company recently forged partnerships by signing Memorandums of Understanding in 2022 with ENI to assess CO<sub>2</sub> capture and storage prospects in The Kingdom of Bahrain, and with the Arab Petroleum Investments Corporation (APICORP) to facilitate the exchange of expertise and insights on ESG-related matters.

Partnering with these companies has proven to be highly instrumental as Bapco Energies has gained access to valuable insights and resources to enhance its emissions reduction efforts.

The Company is actively exploring more opportunities to join relevant memberships and partner with more organizations to accelerate its journey towards a low-carbon future.



## Scope 1 and Scope 2 Emissions Performance

The absolute emissions metric covers the emissions derived from exploration and production, refining and chemical processing activities across Bapco Energies' portfolio. The Greenhouse Gas (GHG) emissions profile reflects the Company's ownership percentage in each Operating Company.

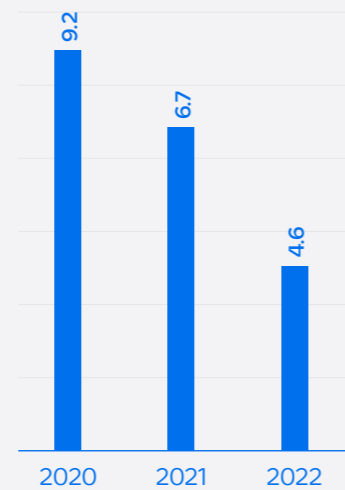
Bapco Energies' Operating Companies, viz., Bapco Upstream, Bapco Refining, Bapco Gas, and Bapco Gas Expansion, release an internal annual GHG inventory report, prepared using the methodologies recommended in the 2006 Intergovernmental Panel on Climate Change (IPCC) guidelines, IPIECA petroleum industry guidelines for reporting GHG emissions, and American Petroleum Institute (API) compendium of greenhouse gas emissions methodologies for the oil and natural gas industry.

The emissions from Bapco Refining, Bapco Upstream, and Bapco Gas and Bapco Gas Expansion amounted to 5,570 Million Metric Tonnes CO<sub>2</sub>e. This figure includes Scope 1 & 2 emissions from stationary combustion sources such as heaters, boilers, gas turbines, incinerators, fugitive emissions, and purchased electricity.

Bapco Energies and its Operating Companies are undertaking initiatives to consolidate the emissions performance at a Group-level, cover all aspects of the operational portfolio and expand the reporting boundary.

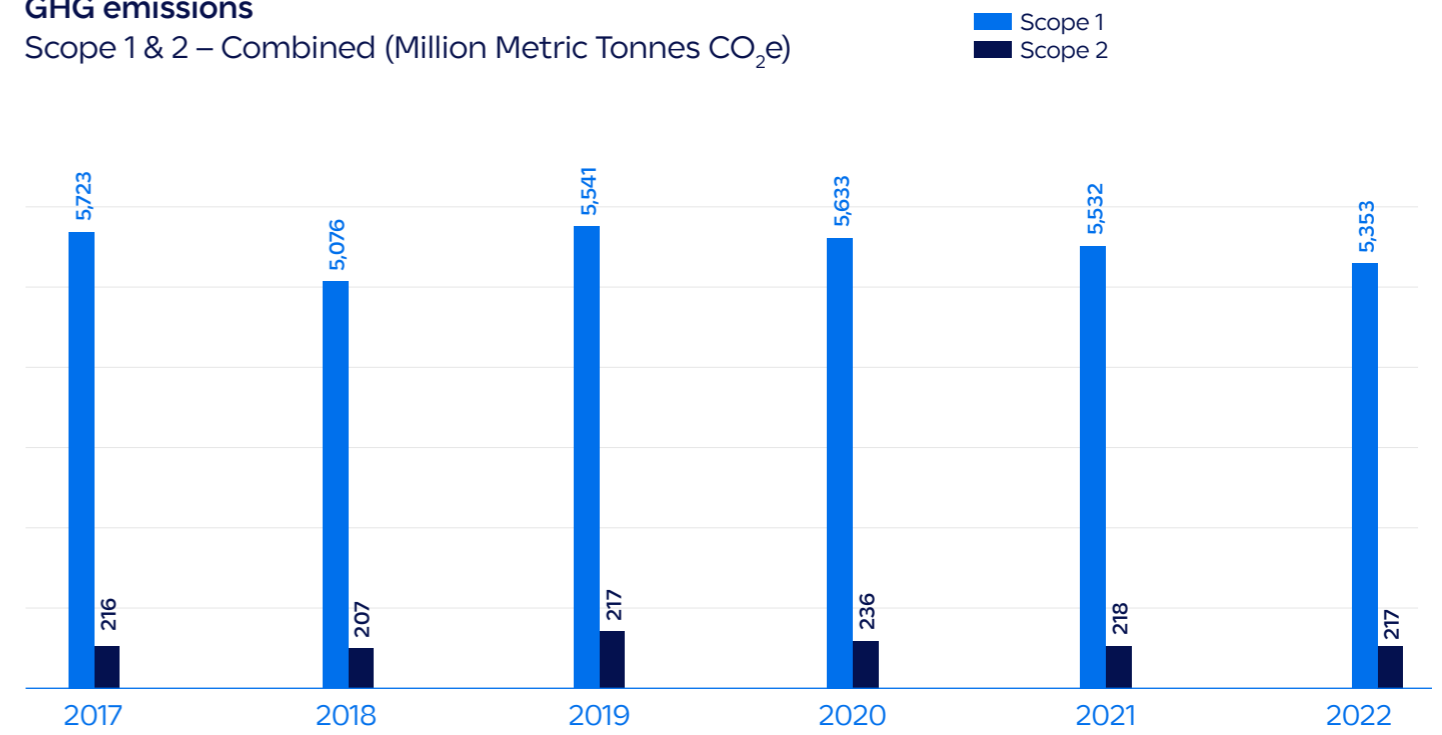
Furthermore, in alignment with the Kingdom of Bahrain's commitment to the Zero Routine Flaring by 2030 initiative, the Company has partnered with Capterio to monitor and report on flaring activities across the region via satellite, and to inform flaring reduction plans. The data obtained from Capterio's FlareIntel software revealed that flaring has been steadily decreasing each year since 2020.

**Average flaring**  
Million scf/day by month



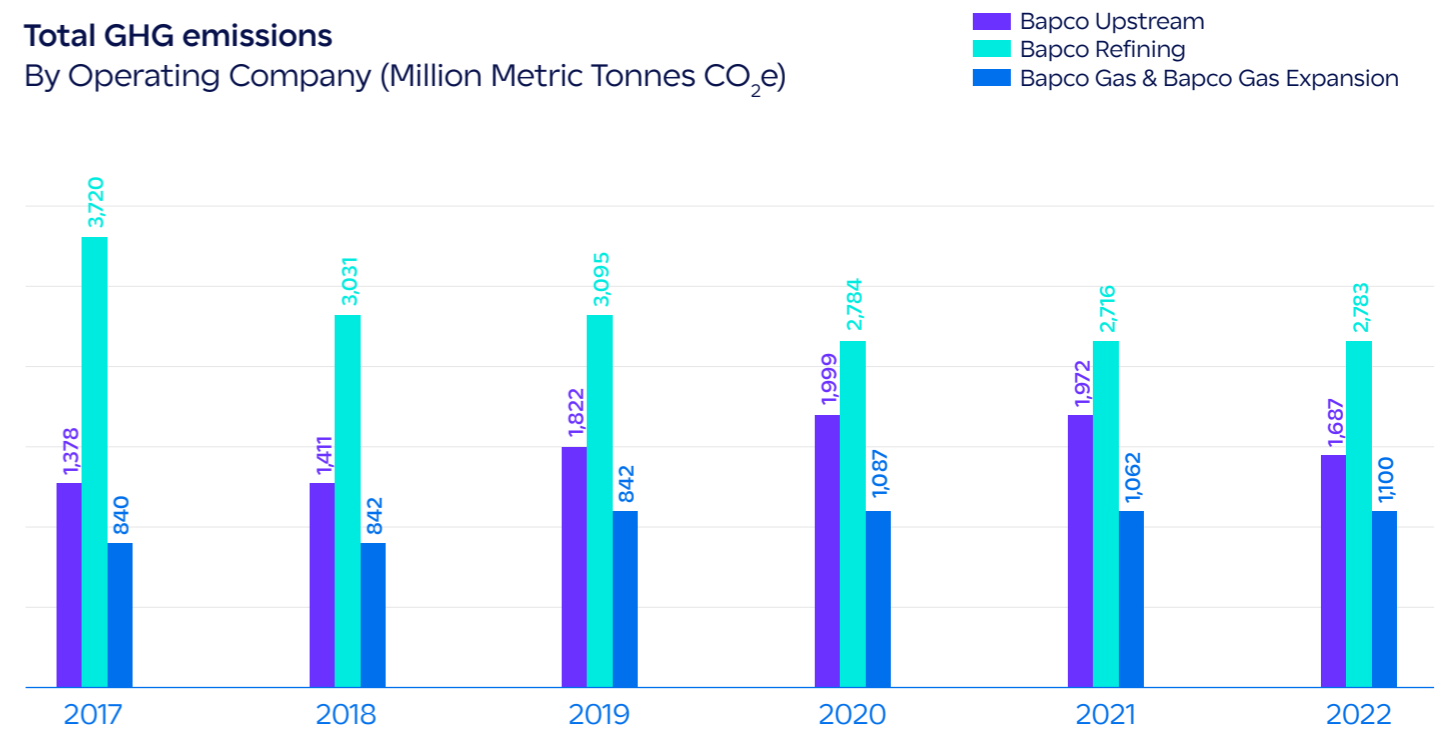
## GHG emissions

Scope 1 & 2 – Combined (Million Metric Tonnes CO<sub>2</sub>e)



## Total GHG emissions

By Operating Company (Million Metric Tonnes CO<sub>2</sub>e)

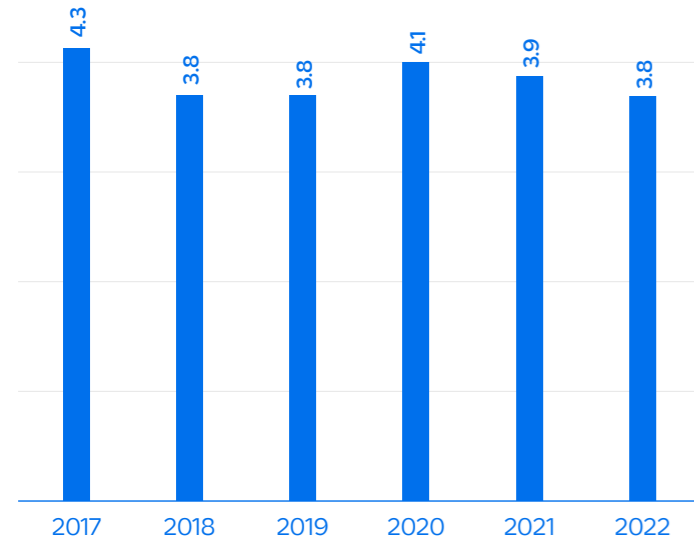


## Environment

In 2022, the carbon intensity at Bapco Energies is 3.8, a 12.5% reduction from the 2017 baseline carbon intensity of 4.29.

### Carbon intensity

Million Metric Tonnes CO<sub>2</sub>e/Million Mega Joules



-12.5%

Carbon intensity reduction in 2022

## Environment

To drive Group-wide emissions reduction, Bapco Energies is implementing initiatives that unify performance monitoring, cover all operational areas, and expand the reporting scope to provide a more complete picture of the emissions inventory.

### Future Commitments for GHG Emissions Reductions

Operating Companies emissions management initiatives and programs have demonstrated remarkable progress over the years, achieving 12.5% carbon intensity reduction in 2022, compared to 2017.

#### These include:

- Equipment modernization and process improvements.
- Capacity-building and future-readiness through the development of carbon-neutral procedures.



## Emissions from Ozone-depleting Substances (ODS)

The Kingdom of Bahrain ratified the Montreal Protocol in 1987. Bapco Refining and GPIC are committed to monitoring and further reduce hydrochlorofluorocarbons (HCFCs) from their operations. These Operating Companies record the ODS emissions from their operations periodically. Bapco Energies aims to begin monitoring these emissions for all Operating Companies in the upcoming years wherever applicable.

Year/Operating Company  
(metric tonnes of CFC-11)

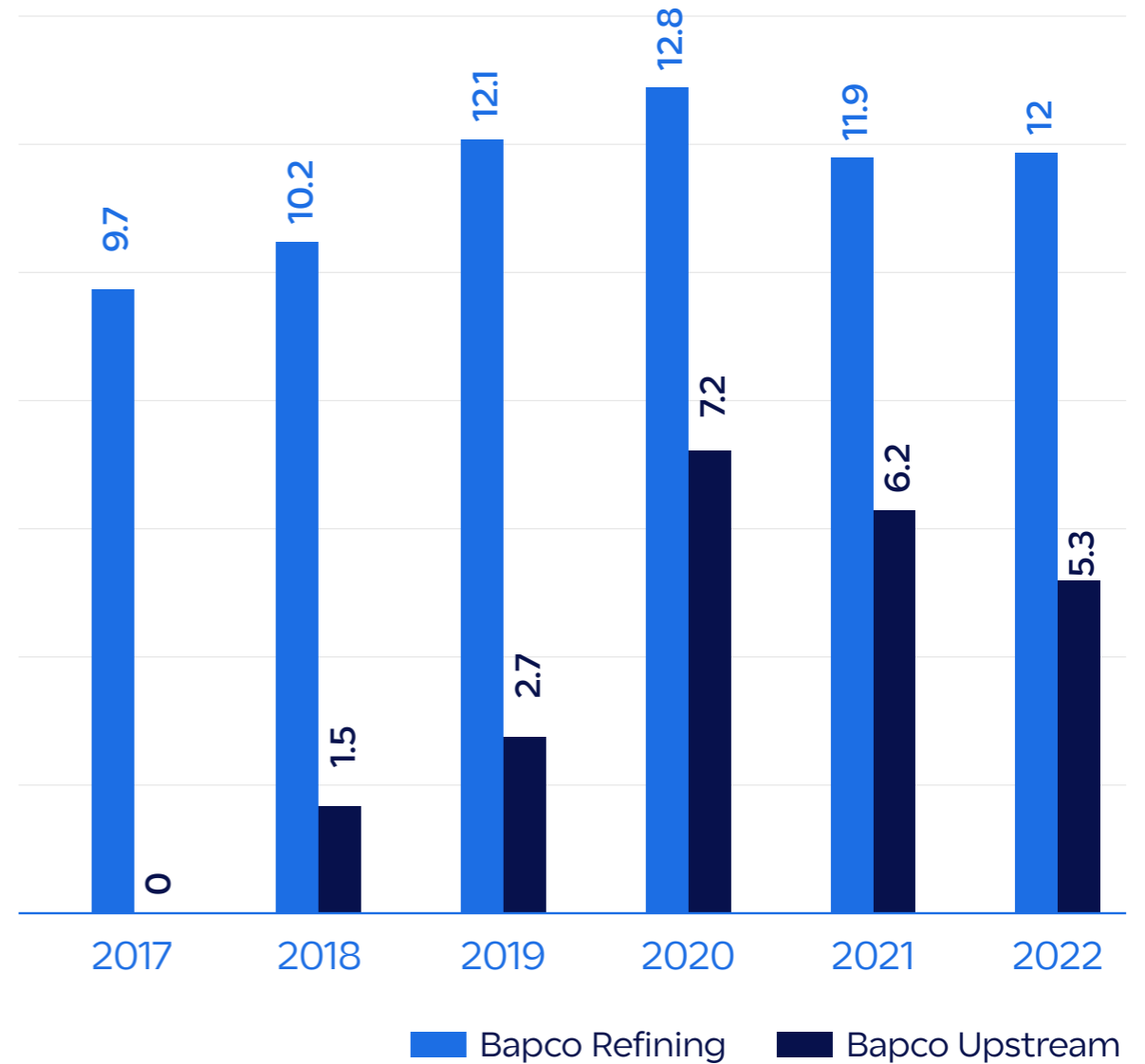
	Bapco Refining	GPIC
2017	0.02	0.024
2018	0.02	0.010
2019	0.02	0.007
2020	0.025	0.0081
2021	0.02	0.0065
2022	0.015	0.003

# Energy management

## Investments in Renewables and Clean Technology

The Company is demonstrating a commitment to sustainable practices by implementing low-carbon energy solutions and adopting renewable energy across its value chain. Despite gasoline, natural gas, and diesel being the primary energy sources used by Bapco Energies and its Operating Companies, there is a significant emphasis on the role of renewable energy. Two notable Operating Companies, viz., Bapco Refining, and Bapco Upstream, are gradually incorporating renewable energy sources into their respective portfolios. In 2022, the Operating Companies consumed a substantial 17,241 TJ of renewable energy. Their continuous investment in renewable sources clearly showcases a concerted commitment to sustainability despite reliance on traditional energy forms. The Group's electricity needs are fulfilled by the Electricity & Water Authority (EWA) of the Kingdom of Bahrain, further demonstrating their integration within the local energy infrastructure.

Renewable energy consumption (TJ)



# Water and Effluents

Bapco Energies emphasizes a diversified water usage profile to enhance its water resource management and actively focuses on reducing freshwater reliance by prioritizing water recycling, treatment, and desalination practices.

Bapco Energies and its Operating Companies align their water management practices with the environmental air and water management regulations of the Kingdom of Bahrain, including Ministerial Order No. 3 of 2021 and Legislative Decree No. 21 (1996).

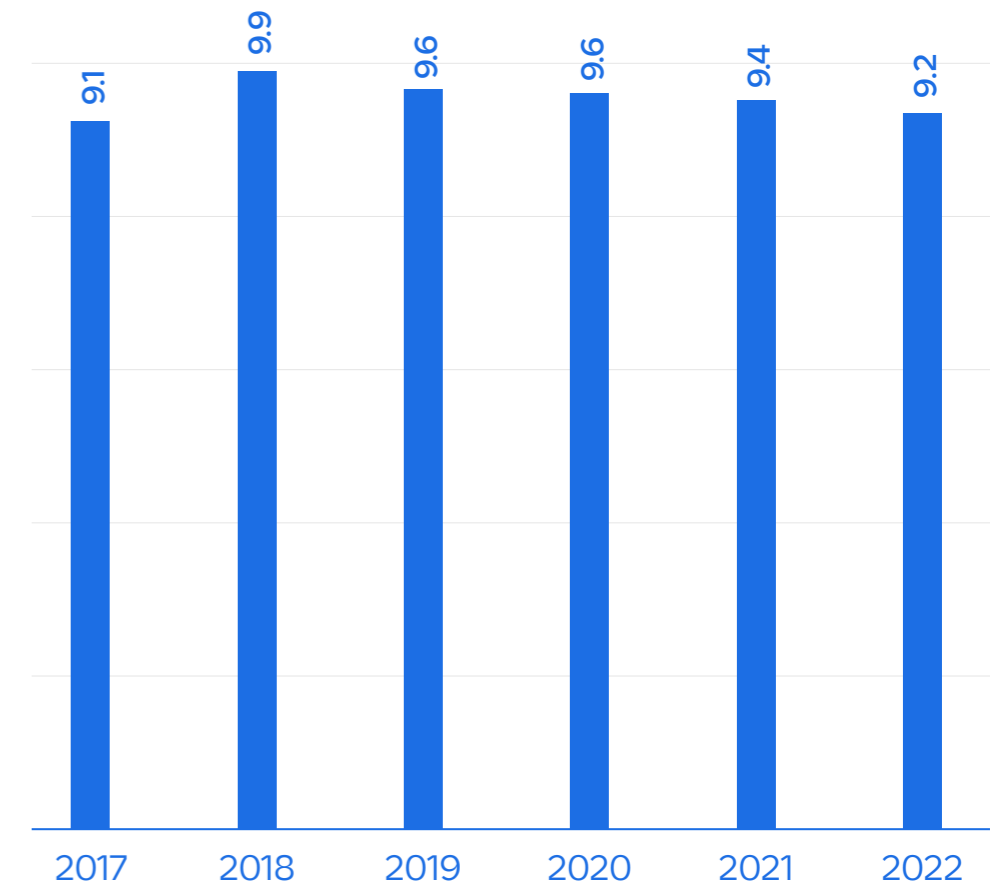
Projects related to retrofitting for efficiency improvements, equipment upgrades, and modifications undergo environmental and social impact assessments, and incident investigations, supported by continuous monitoring and improvement. The Operating Companies also offer comprehensive training programs to raise awareness among stakeholders about the importance of water resource conservation.

There is a synergistic relationship among the different Operating Companies' water management practices. For instance, Bapco Refining uses desalinated water and process wastewater in its operations. Bapco Gas utilises third-party water, brackish water from Bapco Refining, and seawater in emergencies to minimise using freshwater sources. Furthermore, Bapco Upstream utilizes treated water for its drilling operations, and GPIC uses desalinated seawater for its operational needs.

## Wastewater and Effluent Management

The Operating Companies continuously identify technology and efficiency upgrades for effective water treatment. For example, Bapco Refining implemented advanced membrane bioreactor technology in its wastewater treatment plant to remove free and emulsified oil from the primary treatment.

**Total water consumption**  
(Million M3)



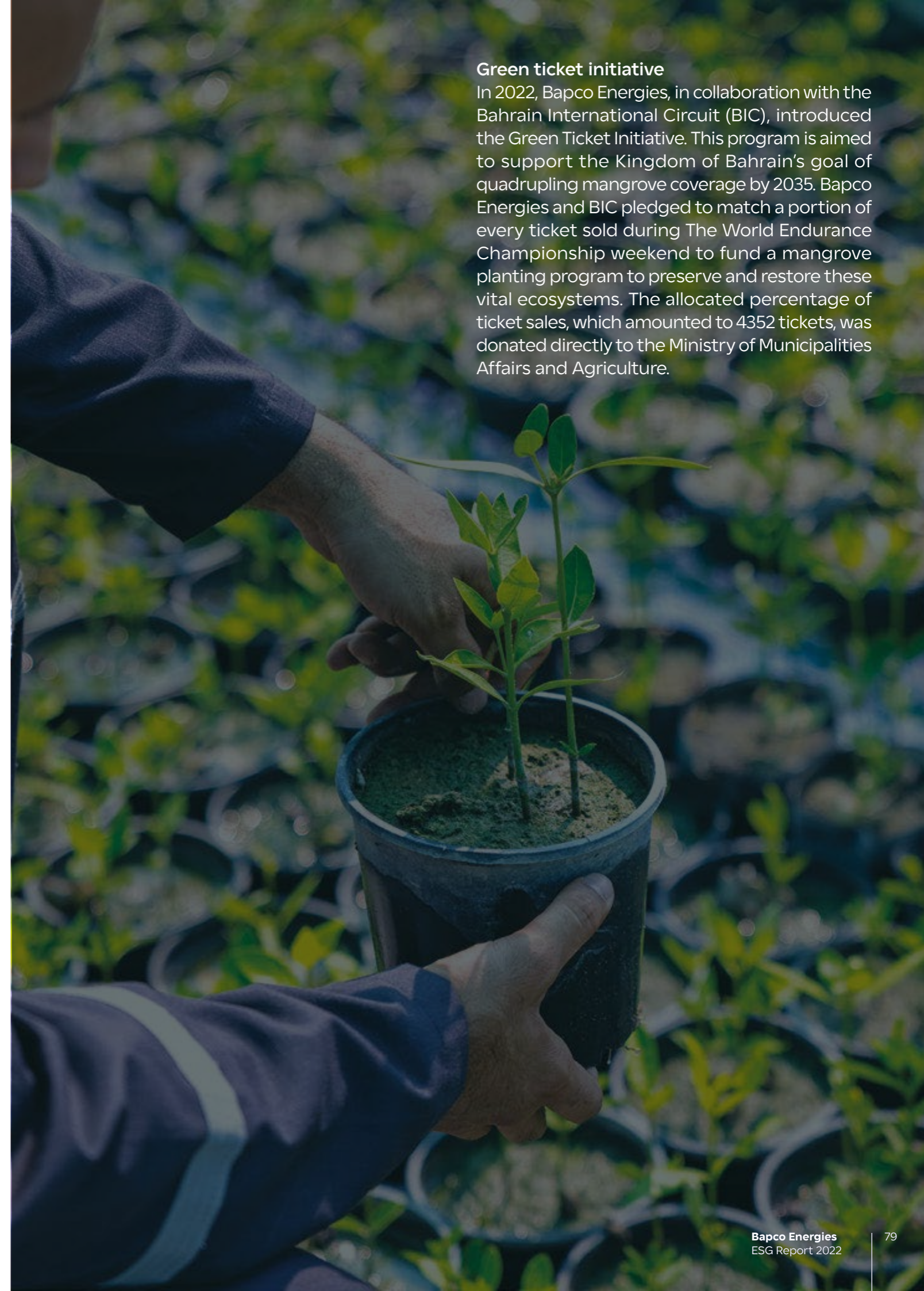


# Biodiversity and Landscape

Bapco Energies' diversified portfolio of operations impacts several natural ecosystems, both terrestrial and marine. Bapco Energies, through its Strategic Business Units, engages in developing and executing the Kingdom of Bahrain's biodiversity strategy across various impact areas, such as mangrove restoration, preservation of desert ecosystems, and the mitigation of impacts on wildlife, marine species and migratory birds.

## Green ticket initiative

In 2022, Bapco Energies, in collaboration with the Bahrain International Circuit (BIC), introduced the Green Ticket Initiative. This program is aimed to support the Kingdom of Bahrain's goal of quadrupling mangrove coverage by 2035. Bapco Energies and BIC pledged to match a portion of every ticket sold during The World Endurance Championship weekend to fund a mangrove planting program to preserve and restore these vital ecosystems. The allocated percentage of ticket sales, which amounted to 4352 tickets, was donated directly to the Ministry of Municipalities Affairs and Agriculture.



The Kingdom of Bahrain’s COP26 emissions reduction goal includes a biodiversity target to quadruple mangrove coverage by 2035. The Kingdom of Bahrain’s mangrove population has been on a constant decline since 1975, with the most significant impact in Tubli Bay – a protected reserve within the sites included in the Convention on Wetlands of International Importance (RAMSAR) of 1997. Coastal areas of Ras Sanad (part of Tubli Bay) and Arad Bay are also both naturally protected areas.

As a responsible corporate citizen, Bapco Energies promotes ecosystem regeneration in both sites by planting mangroves and conducting beach clean-up activities.

The Company requires its Operating Companies to assess all biodiversity impacts before undertaking any major project and detail their efforts to prevent, manage, and remediate any damage to natural habitats.

For example, based on Bapco Refinery’s Critical Habitat Assessment, the following species were identified for protection:

Level of extinction risk	Number	Species
Critically endangered	3	Grey Mangrove ( <i>Avicennia marina</i> ), Longcomb sawfish ( <i>Pristis zijsron</i> ), Hawksbill turtle ( <i>Eretmochelys imbricate</i> )
Endangered	2	Green turtle ( <i>Chelonia mydas</i> ), Indian Ocean humpback dolphin ( <i>Sousa plumbea</i> )
Vulnerable	1	Finless porpoise ( <i>Neophocaenaphocaenoides</i> )
Near threatened	0	None
Least concern	4	Kentish plover ( <i>Charadrius alexandrinus</i> ), Lesser sandplover ( <i>Charadrius mongolus</i> ), Broad-billed sandpiper <i>Calidris falcinellus</i> , Slender-billed gull ( <i>Larus genei</i> )



## Rehabilitation of Al Hunayniyah Sanctuary and Oasis by Bapco Upstream

Al Hunayniyah landscaping project transformed the area into a true oasis and sanctuary, attracting many different types of migratory and local birds and insects. Al Hunayniyah sanctuary and oasis is restoring biodiversity and supporting the Kingdom of Bahrain's efforts to combat climate change, reducing greenhouse gas emissions, and improving air quality.

With the aim of rehabilitating the Al Hunayniyah area, located to the north of the Bahrain Field, Bapco Upstream initiated a landscaping project. Since 2017, Bapco Upstream has:

- Experimented with the utilization of treated produced water from the Bahrain Field for the irrigation of plants in Al Hunayniyah.
- Created two artificial lakes with a stream to circulate the water between the two lakes.
- Planted reed beds along the stream.

The second phase of the Al Hunayniyah Sanctuary and Oasis is currently under development. The full scale of the project will include planting >20,000 trees.





## Mangrove Transplantation Program by Bapco Refining

Bapco Energies strives to minimize any negative impact by implementing preventive measures, and when avoidance is not possible, the focus is on remediation efforts such as habitat rehabilitation and restoration. A key rehabilitation and restoration project at Bapco Energies is the mangrove transplantation project.

Bapco Refining established a Biodiversity Strategy and Biodiversity Action Plan (BAP) to prevent, mitigate, restore, and rehabilitate the potential negative impacts of its expansion on the Kingdom of Bahrain's biodiversity. The biodiversity impacts were contingent on constructing the BMP Pipe Bridge, crossing the Ma'ameer Channel, which migratory birds frequent during the winter breeding season in the Kingdom of Bahrain.

In 2018, the Bapco Refining mangrove transplanting project was initiated as part of the Biodiversity Action Plan to offset approximately 80 mature mangrove trees affected by the construction.

Bapco Refining has planted over 12,000 mangrove seedlings (primarily sourced from the mangrove nursery within Bapco Refining) across the Ras Sanad and Arad Bay.

Bapco Refining's efforts have been approved and regulated by the Supreme Council of Environment, Kingdom of Bahrain. The Operating Company actively monitors the successful planting efforts by measuring the height, general health, and flowering state of the trees.





# Social

Bapco Energies is committed to providing opportunities and a safe working environment to people and communities.



# Health, Safety and Well-being

Bapco Energies protects the fundamental rights of its stakeholders and their right to a healthy and safe working environment.

The Company ensures this by complying with national and international health and safety standards, and through regular improvement of its HSE management systems and dependent processes. In 2022, 14,113 employees, contractors, and workers were covered under Bapco Energies' occupational health and safety (OHS) programs.

Each Operating Company, during its respective Health, Safety, and Environment Management System (HSEMS) audit cycle, assigns a team of qualified internal auditors to evaluate the implementation of the management system. These systems are further subjected to routine surveillance and external recertification audits, aimed at enhancing the Group-wide occupational health and safety performance.

The Operating Companies demonstrate health and safety excellence, by establishing successful health and safety strategies guided by HSE principles. These strategies include the elements of robust health and safety risk management, hazard identification, prevention, and mitigation measures.

The Operating Companies have established drugs and alcohol policies. With a focus on safety and well-being, this policy asserts the commitment to maintaining a workplace free from the influence of substances that can impede performance and safety. Health and safety risks are integrated into the their respective ERM registers to plan, identify and mitigate their impacts. For instance, at Bapco Refining, risk prevention strategies take precedence. The Company also implemented a Process Safety Management (PSM), based on an industry-renowned Operational Excellence Management System (OEMS) to prevent the negative impacts of occupational health and safety management.

The Operating Companies provide quarterly updates on their Lost Time Injury Frequency Rate (LTIFR) to the Bapco Energies' BoD, fostering a collaborative safety culture. Additionally, the Company gets prompt reports about significant incidents occurring within the Operating Companies for appropriate action and learning.



## Training in Occupational Health and Safety

Occupational health and safety competence requirements have been incorporated into recruitment practices to ensure all employees are competent to perform their work safely. Each Operating Company has customized training programs in place to address the safety and health requirements of both new hires and existing employees in relation to their respective roles and responsibilities. These programs go through continuous training gaps analysis where specific training needs are identified based on the nature of the job, knowledge and skill level required and risk level posed by the job. The training includes general and work-related aspects, and hazardous activities or situations. To bolster OHS and process safety training, Operating Companies have introduced initiatives in the following areas:

- Generic OHS training, including mandatory first aid training for all employees, contractors, and workers.
- Specific training to mitigate work-related hazards like working at heights, confined space entries, hydrogen sulphide awareness training, risk assessment training, permit-to-work training, annual fire and safety training, gas test training, advanced firefighting and emergency response and rescue training, among others.

## Addressing Heat-related Hazards: Bapco Refining's Commitment to Occupational Health and Safety

Due to the nature of operations, working in hot and humid working conditions is a common work-related hazard at the Operating Companies. Heat exposure has led to several work-related incidents among both employees and workers.

In 2022, Bapco Refining reported 13 cases of recordable work-related ill-health for employees caused due to heat exhaustion. These cases are attributed to a critical maintenance activity carried out in the summer under unavoidable circumstances. Below are a few key initiatives conducted to combat heat-related incidents:

- Every summer, a heat stress campaign is conducted to minimize the number of occupational health and safety incidents due to heat exposure.
- Summer working ban as per local legislative requirements.
- Heat index monitoring and communication.
- Well-ventilated work areas.
- Increased work-rest regime, supported by airconditioned rest shelters.
- Job rotation.
- Frequent safety advisories regarding working in summer.
- Awareness campaigns.

All Operating Companies measure and report work related injuries and ill-health and maintain a record of zero fatalities caused by work-related ill-health or injuries.

## Raising Breast Cancer Awareness

Breast Cancer Awareness Month is an annual international health campaign observed in October. In support of this initiative, a series of events and activities were organized across the Group wherein each entity planned and activated its own initiatives. The goal was to actively promote breast cancer awareness, provide support, and educate their employees and the community about prevention and early detection.

One such initiative was the 'Image of Life' campaign sponsored by Bapco Energies, in collaboration with Al-Bilad press, to spread hope among breast cancer patients and their families. The campaign focused on sharing survivor stories of resilience, and perseverance, and encouraging discussion around breast cancer.

## Occupational Health Services

Bapco Energies and its Operating Companies ensure the highest standards of health and safety at facilities, depending on the work locations. For the Operating Companies, it is common practice to cater to the health and safety of their workforce by offering on-site medical services. For example, at Bapco Refining, access to occupational and non-occupational medical health care services are provided to all employees and contractors in Awali hospital and Bapco Medical Center.

Bapco Energies and its Operating Companies raise awareness on globally-recognized health and safety related days, such as, World Health Organization (WHO) World Health Day. These initiatives cover internal employees, external communities and stakeholders.

### Health Promotion Services

The Company offers voluntary health promotion services and programs to address major non-work-related health risks. The Company identifies specific health risks and implements targeted interventions to promote the overall well-being of workers.

### Operating Companies Coverage

The Company measures the number and percentage of employees and workers (including contractors) covered by our occupational health and safety system.

## Health and safety performance

All Operating Companies have robust incident investigation systems to reduce the rate of health and safety incidents. For instance, Bapco Energies witnessed a spike in working hours due to the Bapco Modernization Program (BMP) and ensured the establishment of requisite safeguards.

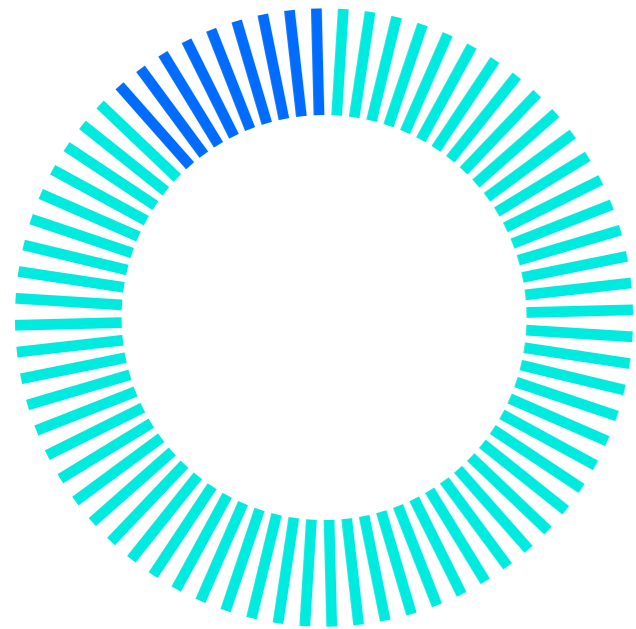


# Employment

At Bapco Energies, employees play a pivotal role in shaping the Company's corporate identity and driving its broader societal impact. Their dedication, expertise, and commitment not only contribute to the Group's success but also offers the support in delivering its mission to make a positive impact to the Kingdom of Bahrain.

# 13%

Women workforce at Group-level



Bapco Energies believes that its employees are the true architects through whom the Company can create a shared future. As of 31 December 2022, Bapco Energies Group had a total strength of 4,800 employees, with 13% women representation. This figure includes Bapco Energies' Operating Companies and the holding company.

Bapco Energies has experienced a steady increase in new employee hires, and extremely low attrition rates, reflecting the significant economic and social growth achieved by the Company over the past three years. Efforts to attract and recruit a diverse workforce have yielded positive results, particularly in the number of women hires. The employment trends demonstrate the Company's ability to identify talented individuals, and its position as an attractive and inclusive employer. Employee retention is a critical aspect of building a robust and productive workforce.

# 4,800

Bapco Energies' workforce at Group level



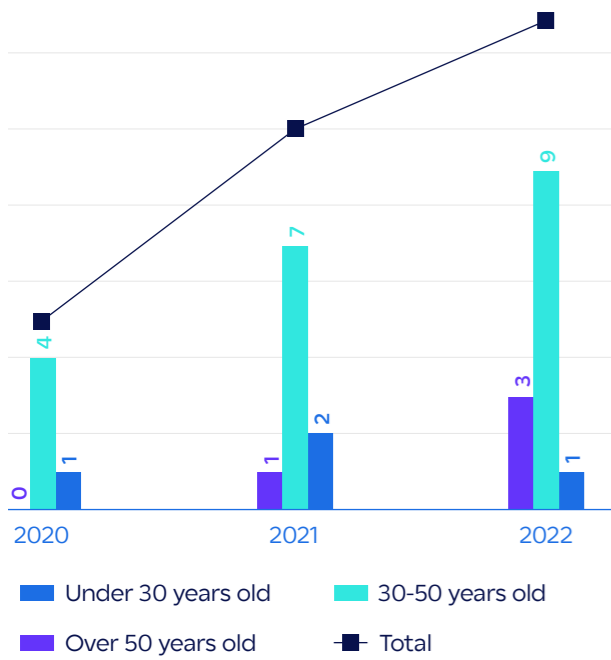
## Employee retention is a critical aspect of building a robust and productive workforce.

In 2022, Bapco Energies observed negligible attrition rate. Recognising the importance of retaining talented individuals, Bapco Energies has implemented a Group-wide initiative to provide employees with opportunities for growth and development. Under this initiative, employees from across the Group can apply for positions in other Operating Companies, permanently or seconded. This gives employees the flexibility of exploring different roles, broaden their skill sets, and pursue new challenges within the Group.

Furthermore, employees are encouraged to further their education by pursuing a master's degree part-time while continuing their work at their respective locations. To facilitate this, the Company provides financial assistance to cover the continuing education fees. The Company will consolidate this initiative to embrace a unified approach that offers more support to employees' educational aspirations.

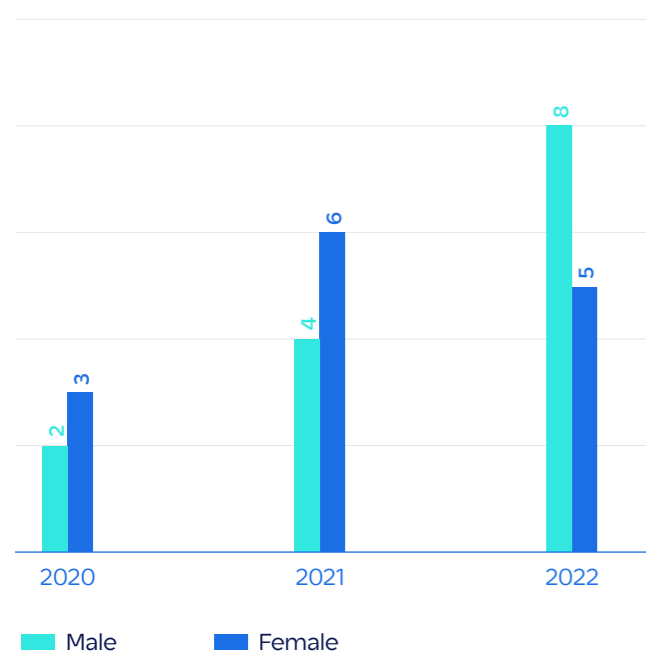
Operating Company	Total number of employees
Bapco Refining (Excl BMP)	2,806
Bapco Gas	749
Bapco Upstream	1,026
Bapco Tazweed	102
Bapco Air Fueling	82
<b>Total</b>	<b>4,765</b>

**Annual distribution of new hires by age group**



\*Statistics refer to Bapco Energies company-level

**Annual distribution of new hires by gender**



\*Statistics refer to Bapco Energies company-level

**Compensation and Benefits**

Bapco Energies operates under the Labor Law and the Social Insurance Organization (SIO) regulations of the Kingdom of Bahrain. By upholding these legal requirements, expatriate and eligible Bahraini full-time employees are entitled to pensions and indemnity upon completion of their employment.

Under the law, statutory deductions, such as pension and unemployment deductions, are applied monthly to employees' total remuneration.

In addition, Bapco Energies offers competitive benefits and compensation packages tailored to the grade of employment, including medical and life insurance, well-being support, child education reimbursement, annual travel tickets, performance-based bonuses, saving schemes, and house maintenance. Currently, these provisions are differentiated across the Operating Companies.

Bapco Energies' rewards and recognition program honors employees who have completed 5, 10, 15, 20, 25, and 30+ years of service to appreciate their long-term commitment. This program serves as a testament to the Company's appreciation for the dedication and loyalty demonstrated by its employees throughout their tenure.

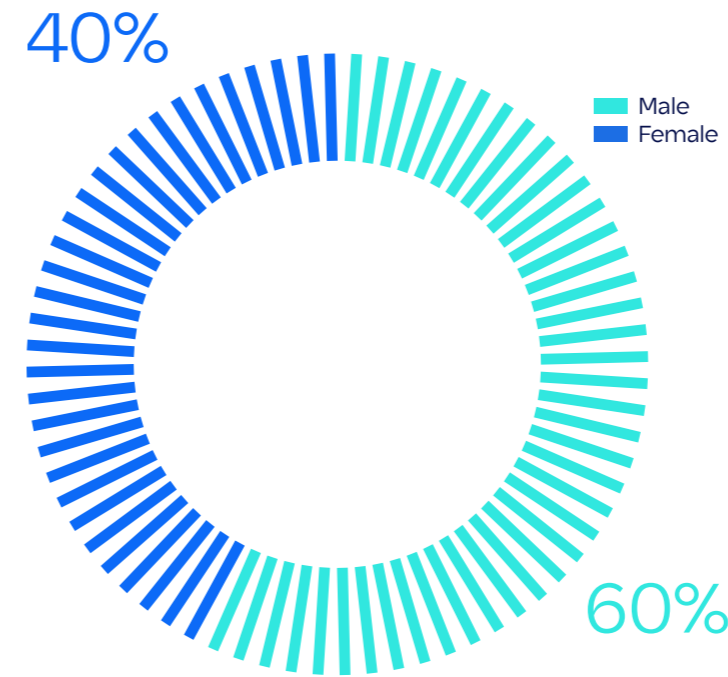
The Operating Companies also have a robust recognition awards system in place which recognizes employees achievement through an award by the CEO.

**Parental Leave**

Bapco Energies is committed to promoting inclusive employment practices that embrace gender equality. In pursuit of this goal, the Company provides a minimum of 60 days of fully paid maternity leave for women, supporting their well-being during this critical phase. Additionally, in recognition of the importance of equal responsibilities in parenting, Bapco Energies also ensures that men are granted one paid parental leave, demonstrating its dedication to fostering a workplace where men and women can balance their professional and personal lives effectively. This approach not only promotes gender inclusivity and creates a more equitable and supportive work environment but also encourages shared familial responsibilities. Bapco Energies is in the process of reviewing the Family Policy to ensure the Company captures best practices and reflects its commitment to work-life balance. This policy details the support structures in place to aid employees in harmonizing their professional and personal responsibilities.

In 2022, of the total number of eligible employees, 8% took parental leave, and the Company observed a 100% return to work rate and retention rate of employees who availed the leave.

**Employees entitled to parental leave in 2022 (%)**



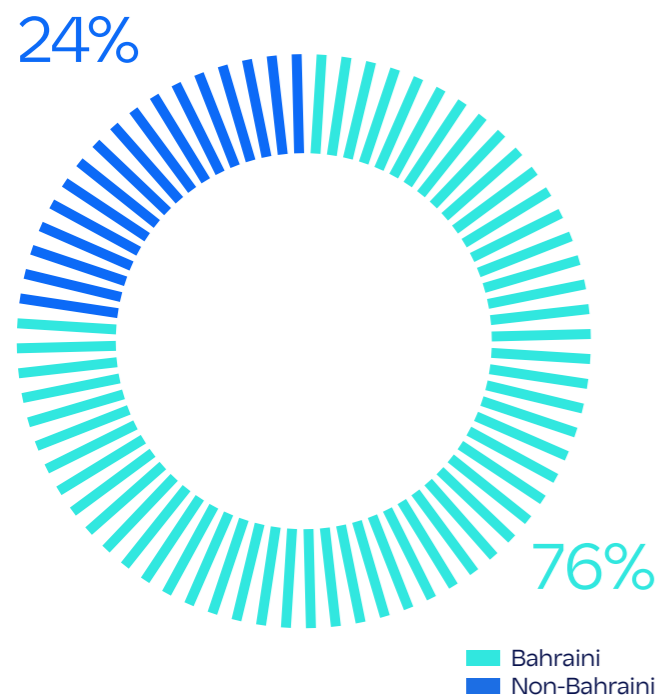
\*Statistics refer to Bapco Energies company-level



# Diversity, Inclusion and Equal Opportunity

Bapco Energies promotes a culture that embraces diversity, inclusion, and equal opportunities for the women, youth, long serving employees and People of Determination (PoD) in Bahrain’s energy sector.

2022 Bahrainisation (%)



\*Statistic refers to Bapco Energies company-level

In 2022, Bapco Energies and its Operating Companies endorsed the United Nations Global Compact (UNGC) Women Empowerment Principles (WEPs). The Group pledged to take the necessary action to instil the seven principles in line with the United Nations human rights standards, focusing on gender equality, health and safety, education, development, and more.

### Diversity within the Organization

Bapco Energies places high importance on achieving balanced leadership representation. Over the past three years, it has significantly enhanced female representation in leadership positions.

### Bahrainization

Bapco Energies aligns with the Bahrainization goals established by the Bahrain’s Economic Vision 2030. By steadily increasing the number of Bahraini citizens in its workforce, the Company is empowering the Kingdom of Bahrain to emerge as a self-reliant economy. In 2022, Bahrainization performance saw a 13% improvement, with 76% of Bahraini nationals in the Company’s workforce.

### Pay Equity and Remuneration

Bapco Energies is an equal opportunity employer and paymaster with the “merit” being the underlying foundational element of its employment process.

In alignment with its commitment to ensuring pay equity, the Company is currently developing a system to monitor and rectify any disparities in compensation.

Bapco Energies has linked the management compensation and end-of-year bonus program to the Company’s EHS performance in the Operating Companies- Bapco Refining and Bapco Upstream.

The Company plans to include ESG performance in the objectives and KPIs, following the Group-wide ESG Policy and Framework issuance.

### Formation of Joint Commission for Equal Opportunities and Gender Balance (Tasawi)

Bapco Energies and its Operating Companies honored Bahraini Women’s Day on December 1, 2022. The celebration embraced the central theme set forth by the Supreme Council for Women (SCW), ‘Read-Learned-Participated’. This theme resonates with the enduring legacy of Bahraini women who, from the earliest days of the Kingdom of Bahrain’s development, have continued to make significant contributions to society.

During the ceremony, the Group CEO, along with the CEOs from Bapco Refining, Bapco Upstream, Bapco Gas, Bapco Gas Expansion, GPIC, Bapco Air Fueling, ASRY and Bapco Tazweed, signed the United Nations Women Empowerment Principles (WEPs) pledge. The Group CEO, Mr. Mark Thomas, announced a series of initiatives, including establishing a Group Joint Commission for Equal Opportunities and Gender Balance (Tasawi).

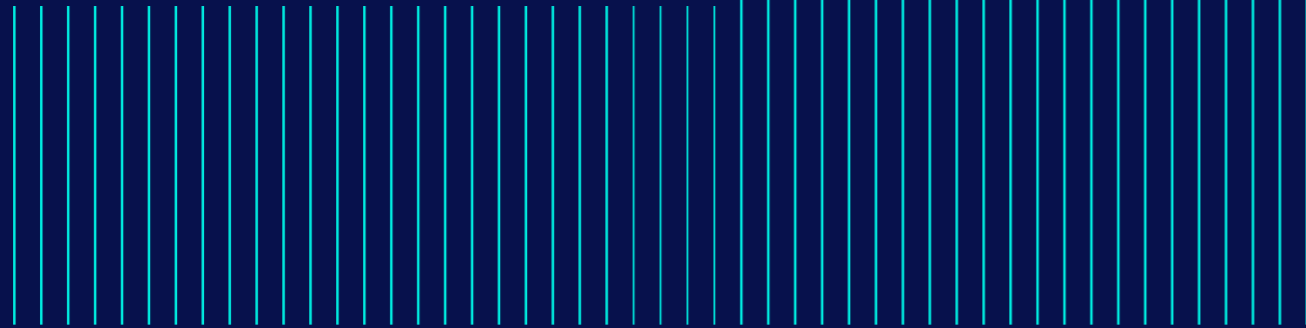
Tasawi will commit to creating equal opportunities and gender balance across the Group and to oversee the development of policies and implementation of rules, regulations, initiatives, and best practices that foster an inclusive culture. The Committee will aim to achieve equal representation of both genders and work towards providing a healthy environment that is comfortable, safe, unbiased, and free from any form of discrimination.

Tasawi is currently reviewing the proposed Family Policy aimed to ensure Bapco Energies’ commitment to work-life balance. This policy details the support structures in place to aid employees in harmonizing their professional and personal responsibilities.

# 45%

Of women represent the Company's management team\*

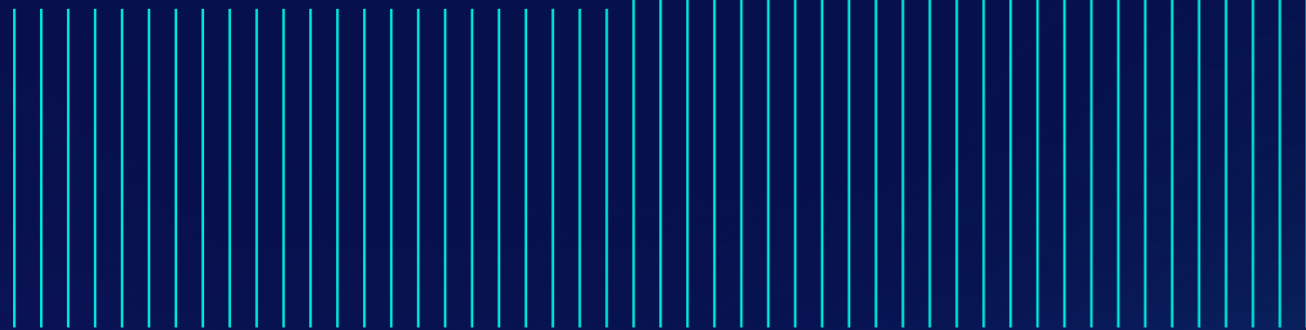
\*Statistic refers to Bapco Energies company-level



# 51%

Full time employees are women in Bapco Energies' workforce\*

\*Statistic refers to Bapco Energies company-level





# Training and Development

Bapco Energies regularly evaluates the training needs of its employees and provides them with suitable resources to meet the essential requirements of the business.

This supports the Company's endeavor to create a highly skilled and capable workforce that can contribute effectively to the Company's success and the Kingdom of Bahrain's sustainable future.

## Training and Development Framework

Bapco Energies encourages its employees to cultivate transferrable skills and pursue qualifications in their areas of expertise or interest. The Company has adopted the 70:20:10 model to design the learning and development framework. This model promotes 70% of knowledge and skill growth from job-related experience (on-the-job training), 20% of knowledge sharing from attending events, networking, coaching, and mentoring (social learning) and lastly, 10% of personal development growth from formal training opportunities (either online or classroom-based training).

Based on the model implemented, we encourage employees to look at different training types, such as academic, technical, career development and business. During 2022, over a combined total of 960 hours, 89% of employees, both male and female, have been trained in a wide range of areas in Bapco Energies.

## Employee Appraisal and Development

At Bapco Energies, appraisal initiatives and tools are implemented to allow employees to grow continually within their roles and expand their scope of responsibilities.

Bapco Energies is a performance driven organization that links pay and rewards to employees & Company performance. The HR department conducts an annual employee review in Q4 of the financial year to reflect on professional development goals, review employee progress, and set new targets for the upcoming year. During this period, the HR department also surveys employee interest in forthcoming training drills, workshops, seminars, and conferences to plan for the following year.

In 2022, the Company launched the LEAP performance management system to ensure team transparency, fairness, and alignment. As part of the LEAP programme, the Company's management is responsible for providing their respective team members with constructive feedback regarding any plausible skill gaps and recommending programmes or training exercises for the individual's improvement. All employees go through their performance review cycle on an annual basis, and this includes feedback sessions and career development planning activities.

## Upcoming Initiatives

Bapco Energies is currently integrating its training and development initiatives across the Group to support the Company's upcoming transformation.

- The Group-wide career opportunities program will allow individuals to pursue new opportunities across the Group and provide exposure to different functions.
- Launching a Group-wide mentorship program for employees to receive feedback, career guidance and knowledge sharing.
- The Group aims to continue improving the LEAP program by formalizing governing policies and procedures.

## Social

# Human Rights

The Kingdom of Bahrain advocates tolerance and respect for human dignity, reflected by issuing the National Human Rights Plan for 2022-2026 and signing and ratifying several regional and international agreements and conventions.

Since 2017, the Kingdom of Bahrain has been a member state of the International Labor Organization (ILO) and deputy member of the governing body of ILO. Bapco Energies follows the Kingdom of Bahrain's Labor laws and Constitution to maintain the social integrity of its operations.

By pledging commitment to respecting human rights, as set out in the United Nations Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, Bapco Energies and its Operating Companies uphold and respect the rights of all individuals.

Furthermore, Bapco Energies' Code of Conduct emphasizes a zero-tolerance policy towards discrimination and undignified treatment towards its employees or extended stakeholders. There have been no reported incidents of discrimination in 2022. The Company's stakeholders' data is protected by the Company's Data Protection Policy, aligned with the personal data protection law.



# Local Community Impact and Investment

Bapco Energies plays a vital role in shaping the social fabric of the Kingdom of Bahrain. By investing in a range of initiatives in the impact areas identified by the CSR Policy, Bapco Energies actively contributes to building a brighter future for the people of the Kingdom of Bahrain.

Bapco Energies' Corporate Social Responsibility (CSR) Policy sets the objectives that ensure the responsible execution of the Company's CSR activities. In 2022, Bapco Energies initiated a Group-level integration of the Operating Companies' respective CSR plans and processes.

Bapco Refining and GPIC report that 100% of the operations have implemented local community engagement, impact assessments and development programs. They ensure compliance with local environmental, cultural, and labor regulations. Bapco Refining published on its website the latest social, ecological and cumulative impact assessment of the Bapco Modernization Program.

## Engagement with the Local Community

Bapco Energies conducts environmental and social impact assessments (ESIA) for all its major development projects following international standards. The Company implemented a comprehensive stakeholder engagement plan to ensure open communication with local communities and capture valuable feedback.

A whistleblowing channel has also been rolled out on Bapco Energies' official website. This channel enables the Group's stakeholders and the public to raise concerns securely to the Chairman's Office while assuring the highest level of confidentiality.

An illustrative example of this stakeholder engagement process was the ESIA for Bapco Upstream. The Company organized a dedicated event to disclose the key findings of the ESIA report and invited representatives from relevant ministries, governmental authorities, NGOs, and community members. Before the event, Bapco Energies circulated press advertisements and social media channels to inform the public.

Moreover, the Company consistently manages its operations following stringent international standards, codes, and local legislation, ensuring comprehensive assessment and evaluation of all activities to proactively prevent and mitigate any potential negative impacts that may arise.

# Creating Positive Impact

2.6  
BHD million

In 2022, the Company contributed BHD 2.6 million towards community initiatives and sponsorships.

- 1 ● **Health**  
Breast Cancer Awareness Event at Dar Al Bilad for Journalism Publishing and Distribution.
- 4 ● **Youth & Sports**  
The 'Empower' youth summer internship programme is run yearly by Bapco Energies and its Operating Companies to train 200 university students and grant them the chance to explore and train in different fields in the Oil and Gas sector.  
  
Sponsorship of University Student Education (3 years fees) with the Royal Humanitarian Foundation.  
  
In collaboration with the Ministry of Youth and Sports Affairs, Bapco Energies inaugurated Al Freej Courts. This initiative aligns with the Chairman's directives to construct playgrounds in local neighbourhoods, providing accessible facilities for youth to enhance their athletic skills.  
  
Sponsorship for Asian Handball Championship.
- 1 ● **Culture**  
Volunteered at the Ramadan Charity Kitchen at the Bahrain Food Bank (Conserving Bounties).
- 1 ● **Women & Equal Opportunities**  
Platinum Sponsorship for Leadership Excellence for Women Awards & Symposium (LEWAS) Initiative.
- 3 ● **Environment**  
Bapco Energies partnered with Hope Ventures to power the second season of the TV show Beban through 100% renewable energy. Through exposure and co-investment, the show provides opportunities for local businesses to accelerate growth in the private sector.  
  
Sponsorship for RECSO Envirospill 2022.  
  
Sponsorship for 2nd IAEE MENA Forum for the Derasat Bahrain Center for Strategic and International Energy Studies.



## Employee Volunteering

Employee volunteering is encouraged across the Group. Bapco Refining and GPIC employees have volunteered their free time to mentor school students in essential life skills in support of INJAZ Bahrain, a long-running social initiative at the Operating Companies. INJAZ Bahrain, a Junior Achievement Worldwide non-profit organization, empowers young people to own their economic success and be prepared for contemporary business challenges. 536 and 136 staff members representing Bapco Refining and GPIC, respectively, have participated in the program since its inception 12 years ago. In Bapco Refining's 2022 reporting year, the Operating Companies reported a historical high of 1,500 volunteering hours by 200 volunteers. Bapco Refining has also sponsored a club for INJAZ Bahrain alums, and since October 2021, the club has mentored over 30 young Bahraini citizens.



1,500  
volunteering hours completed

## Forward-looking statements

This report contains forward-looking statements that outline our expectations and plans for the future. By their nature, forward-looking statements involve a number of risks, uncertainties and future assumptions because they relate to events and/or depend on various factors, such as industrial development, geographical market conditions, government policies, laws, regulations, and other incidental factors that may or may not occur in the future and could cause actual results and outcomes to differ materially from those expressed in or implied by the forward-looking statements.

No assurance can be given that the forward-looking statements will be realized and so the statements should be regarded as inherently speculative, and the underlying assumptions may undergo significant changes. The report has been prepared on the basis of the knowledge and information available to us at the date of its preparation and we do not undertake any obligation to update or revise the information during the financial year ahead. It is believed that the expectations set out in these forward-looking statements are reasonable, but they may be affected by a wide range of variables which could cause actual results or trends to differ materially.

We have not verified the entirety of this report for its accuracy. Use of any part of this report is at the reader's sole and absolute risk. Under no circumstances shall we be liable for any damages, claims, causes of action, losses or any other cost whatsoever arising out of the use of this report or any part thereof or the use of any other data or information on our website.





# GRI Content Index

Statement of use	Bapco Energies has reported the information cited in this GRI content index for the period 1st January 2022 to 31st December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 11: Oil & Gas Sector 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	pg3, pg12 to 15
	2-2 Entities included in the organization's sustainability reporting	pg3
	2-3 Reporting period, frequency and contact point	pg3
	2-5 External assurance	pg3
	2-6 Activities, value chain and other business relationships	pg12 to 17
	2-7 Employees	pg94 to 97
	2-8 Workers who are not employees	pg94 to 97, pg 88
	2-9 Governance structure and composition	pg40 to 47
	2-10 Nomination and selection of the highest governance body	pg46
	2-11 Chair of the highest governance body	pg42 to 43
	2-12 Role of the highest governance body in overseeing the management of impacts	pg42 to 45
	2-13 Delegation of responsibility for managing impacts	pg46 to 47
	2-14 Role of the highest governance body in sustainability reporting	pg42
	2-15 Conflicts of interest	pg48
	2-16 Communication of critical concerns	pg49

GRI STANDARD	DISCLOSURE	LOCATION
	2-22 Statement on sustainable development strategy	pg5 to 10
	2-23 Policy commitments	pg48 to 49, pg107
	2-24 Embedding policy commitments	pg48 to 49, pg107
	2-25 Processes to remediate negative impacts	pg48 to 49, pg107
	2-26 Mechanisms for seeking advice and raising concerns	pg48 to 49, pg107, pg 109
	2-27 Compliance with laws and regulations	pg49
	2-28 Membership associations	pg66
	2-29 Approach to stakeholder engagement	pg33
GRI 3: Material Topics 2021	3-1 Process to determine material topics	pg29 to 33
	3-2 List of material topics	pg34 to 39
<b>Governance</b>		
<b>Economic performance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg18 to 19
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	pg18 to 19
<b>Risk and crisis management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg50 to 55
<b>Corporate governance and compliance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg46 to 49
<b>Cybersecurity and data privacy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg56 to 57
GRI 418: customer privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	pg56

GRI STANDARD	DISCLOSURE	LOCATION
<a href="#">Anti-corruption, business ethics and transparency</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg48
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	pg48
	205-3 Confirmed incidents of corruption and actions taken	pg48
<b>Environment</b>		
<a href="#">Environmental policy and management</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg60 to 61
<a href="#">Energy management</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg60 to 61
<a href="#">Investments in renewables and clean technology</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg74 to 75
<a href="#">Water and effluents</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg76 to 77
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	pg76 to 77
	303-5 Water consumption	pg76 to 77
<a href="#">Biodiversity and landscape</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg78 to 84

GRI STANDARD	DISCLOSURE	LOCATION
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	pg78 to 84
<a href="#">Emissions and climate change</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg62 to 66
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	pg68 to 69
	305-2 Energy indirect (Scope 2) GHG emissions	pg68 to 69
	305-4 GHG emissions intensity	pg70
	305-6 Emissions of ozone-depleting substances (ODS)	pg72
<b>Social</b>		
<a href="#">Employment</a>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	pg94 to 95
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	pg97 to 98
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg98
	401-3 Parental leave	pg99
<a href="#">Health, safety and well-being</a>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg88 to 89
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	pg88 to 89
	403-2 Hazard identification, risk assessment, and incident investigation	pg88 to 91
	403-3 Occupational health services	pg93



GRI STANDARD	DISCLOSURE	LOCATION
	403-5 Worker training on occupational health and safety	pg90
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg91
<b>Training and development</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg104
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	pg104
	404-2 Programs for upgrading employee skills and transition assistance programs	pg105
	404-3 Percentage of employees receiving regular performance and career development reviews	pg105 to 106
<b>Diversity, inclusion and equal opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg100 to 101
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	pg42
<b>Local community impact and investment</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg108 to 109
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	pg109 to 112
<b>Human rights</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pg107
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	pg107

This report should be read alongside the Bapco Energies annual report, and other supplementary documents and policies available on the website.

[www.bapcoenergies.com](http://www.bapcoenergies.com)

#### Contact Us

Feedback and inputs on this ESG report are welcome at [esg.hq@bapcoenergies.com](mailto:esg.hq@bapcoenergies.com)

#### Website

Follow Bapco Energies' transformational journey at [www.bapcoenergies.com](http://www.bapcoenergies.com)

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